

Navy Personnel Research, Studies, and Technology Division Bureau of Naval Personnel (NPRST/PERS-1)

Millington, TN 38055-1000

NPRST-AB-07-3

January 2007

2003 Navy MWR Customer Survey

Zannette A. Uriell

Approved for public release; distribution is unlimited.



NPRST-AB-07-3
June 2007

2003 Navy MWR Customer Survey

Zannette A. Uriell

Reviewed and Approved by
Paul Rosenfeld
Institute for Organizational Assessment

Released by
David L. Alderton, Ph.D.
Director

Approved for public release; distribution is unlimited.

Navy Personnel Research, Studies, and Technology (NPRST/PERS-1)
Bureau of Naval Personnel
5720 Integrity Drive
Millington, TN 38055-1000
www.nprst.navy.mil

REPORT DOCUMENTATION PAGE					<i>Form Approved OMB No. 0704-0188</i>	
<small>The public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</small>						
PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.						
1. REPORT DATE (DD-MM-YYYY)		2. REPORT TYPE			3. DATES COVERED (From - To)	
4. TITLE AND SUBTITLE				5a. CONTRACT NUMBER		
				5b. GRANT NUMBER		
				5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S)				5d. PROJECT NUMBER		
				5e. TASK NUMBER		
				5f. WORK UNIT NUMBER		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)					8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)					10. SPONSOR/MONITOR'S ACRONYM(S)	
					11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT						
13. SUPPLEMENTARY NOTES						
14. ABSTRACT						
15. SUBJECT TERMS						
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON	
a. REPORT	b. ABSTRACT	c. THIS PAGE			19b. TELEPHONE NUMBER (Include area code)	

Foreword

Within the Navy there are numerous programs designed to help improve and maintain the quality of life of Sailors and their families. One such program is Morale, Welfare and Recreation (MWR), a program that includes a wide variety of components such as fitness centers, child development, and outdoor recreation programs.

Each service is expected to maintain and monitor MWR-related needs. Navy MWR has administered surveys to meet DoD requirements while also providing data to improve their offerings. A survey was administered in 2003 to a Navy-wide sample, and results are included within this report; overall results are included in the text while detailed results by select user groups are provided in the appendices.

The author would like to thank the Navy men and women who took the time to complete the survey. The author also gratefully acknowledges the support of the project sponsor, Mr. Bill Mullins, Branch Head for Policy and Management Assistance, and Ms. Cheryl Loft, as well as the contributions of Dr. Paul Rosenfeld.

DAVID L. ALDERTON, Ph.D.
Director

Contents

Introduction	1
Background	2
Objectives.....	3
Survey Administration	4
Survey Analyses.....	5
Survey Topics	6
Importance.....	7
Most Important Facilities/Services	8
Least Important Facilities/Services	10
Use.....	11
Most Used Facilities/Services.....	12
Least Used Facilities/Services	14
Customer Feedback	15
Quality Ratings of Navy MWR.....	16
MWR Satisfaction	19
MWR Contributions to Outcomes	22
MWR Program Usage.....	25
Afloat MWR.....	26
Satisfaction Ratings of Afloat MWR.....	27
Food and Beverage/Entertainment	29
MWR Clubs	34
Outdoor Recreation	36
Auto Skills Center	41
Single Sailor Recreation/Liberty	46
Child Development/Youth and Team Programs	49
Child Development Program	50
School Age Care Program	56
Youth General Recreation.....	58
ITT Programs.....	60
Sports and Fitness Programs.....	63
MWR Publicity	69

Open-ended Comments	73
Facilities/Equipment	77
Programs/Activities	78
Kudos/Critiques.....	79
Hours/Access/Parking	80
Costs/Money	81
Publicity	82
Summary	83
Recommendations	87
Appendix A: 2003 Navy MWR Survey	A-0
Appendix B: Backup Slides	B-0



This annotated briefing presents the key findings of the 2003 Navy Morale, Welfare, and Recreation (MWR) Customer Survey. The survey was administered by the Navy Personnel Research, Studies, and Technology Department (NPRST) and sponsored by Headquarters Navy MWR (formerly PERS-61, currently N135).

Background

NPRST

- Navy-wide MWR survey of active-duty Sailors conducted since 1997
 - Results used to
 - » meet DoD requirements (Inst 1015.10) to “periodically measure (MWR) customer demand, usage, and satisfaction”
 - » answer Congressional inquiries
 - » provide customer data for strategic planning
- Active-duty MWR customer survey part of suite of MWR surveys that provide a broad customer perspective
 - Navy MWR Leadership Survey conducted in 2001 and Navy MWR Spouse Survey conducted in 2002 provide data complementary to the results of the active-duty customer survey

One of the key requirements met by this survey is outlined in the DOD MWR Instruction (Assistant Secretary of Defense, 1995),¹ which states: “Ensure MWR programs meet mission requirements and are market driven. The DoD Components shall periodically measure customer demand, usage, and satisfaction, and act upon findings.” Additionally, results have been used to answer Congressional inquiries and for strategic planning.

This survey is part of a suite of surveys. Previous surveys have been administered to Navy leaders (2001) and Navy spouses (2002).

¹ Assistant Secretary of Defense (November 3, 1995). *Programs for Military Morale, Welfare, and Recreation (MWR)* (DOD INSTRUCTION 1015.10). Washington, DC: Author.

NPRST

Objectives

- To develop, administer, and analyze 2003 Navy-wide MWR Customer Survey
- To compare results of 2003 Survey to results of previous MWR Surveys
- 2003 Navy MWR Customer Survey designed to:
 - Assess perceptions of MWR program importance, use, quality, and satisfaction
 - Obtain views about MWR contributions to key military outcomes
 - Provide Sailor's perspective on specific MWR programs

The 2003 survey was designed to maximize comparisons to previous MWR surveys (see Appendix A for actual survey). Some questions were modified because of naming changes or new areas of focus; trend information is included in this report where available.

The survey asks questions about perceptions of MWR, views of MWR contributions to key military outcomes, and perceptions of specific programs.

Survey Administration

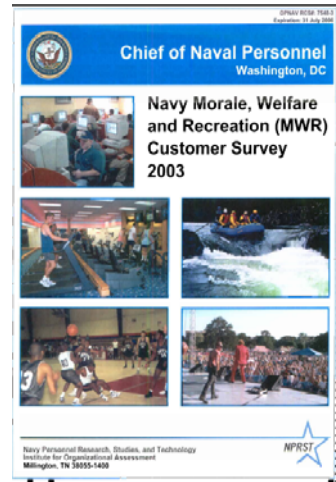
- Selected a stratified random sample of active duty Navy officers and enlisted
- Five MWR bucks included as incentive

Surveys mailed: October 2003
Survey field closed: January 2004

Original Sample: 11,483
Eligible Sample: 10,123
Surveys Returned: 2,502
Return Rate: 25%

Approximate Margin of Error:

Enlisted	$\pm 3\%$
Officer	$\pm 3\%$
Total sample	$\pm 2\%$



A stratified, random sample of 11,483 active duty Navy personnel was selected. A pre-notification letter was mailed two weeks before the survey, and then a cover letter and the survey were mailed in October 2003. One reminder letter was sent two weeks after the survey. The fielding period closed in January 2004 with 2,502 surveys returned. It was later determined that only 10,123 of the original 11,483 were eligible to receive the survey (some had left the service prior to mailing), making a return rate of about 25 percent.

An optimized sample using the Sample Planning Tool² was selected that took into account previous response rates and the desired sampling error. The sample was originally selected so that the margins of error would be about ± 2 percent overall with margins of error of ± 5 percent or less for other key strata (e.g., officers, enlisted).

² Kavee, J. D. & Mason, R. E. (2001). *Status of the Armed Services Surveys Sample Planning Tool*. Arlington, VA: Defense Manpower Data Center.

NPRST

Survey Analyses

- Results weighted by key demographic variables to match the Navy-wide population based on Enlisted and Officer Master Files
- Results analyzed for all Navy, and for officers and enlisted
- Comparisons made between the 2003 Customer Survey (Sailor 2003), 2000 Customer Survey (Sailor 2000), and 2002 Spouse Survey (Spouse 2002)
- Open-ended comments entered into database
 - Comments content-analyzed and coded into major categories

Results were weighted by the key demographic variables of paygrade group and gender to match the Navy-wide population based on the Enlisted Master File and Officer Master File information available at the time the survey was conducted.

Results were generally analyzed for all Navy, and for officer and enlisted personnel separately. Additional slide breakouts are available in Appendix B, and more detailed tabular breakouts by age, gender, CONUS/OCONUS, marital status, and parent/non-parent are available in Appendix C.

Where possible, current results were compared to the 2002 Spouse Survey (referred to as Spouse 2002) and the 2000 Customer Survey (referred to as Sailor 2000).

In addition to the quantitative results, open-ended comments were entered into a database and content-analyzed by two raters. Major themes are presented at the end of this briefing.

NPRST

Survey Topics

- Importance of Navy MWR Facilities/Services
- Use of Navy MWR Facilities/Services
- Customer Feedback
- Quality of MWR
- Satisfaction with MWR
- MWR Contributions to Outcomes
- Afloat MWR
- Food and Beverage/Entertainment
- Outdoor Recreation
- Auto Skills Center
- Single Sailor Recreation/Liberty
- Child Development Program
- Youth and Teen Programs
- ITT
- Sports and Fitness Programs
- Publicity

This report generally follows the order of the survey. Specific topics include:

- Importance, Use, and Satisfaction of specific MWR facilities and services
- Whether respondents have given MWR employees feedback and seen changes as a result
- Overall Quality of and Satisfaction with aspects of MWR (facilities, equipment, services, programs, customer service, fees, etc.)
- Contributions of MWR facilities and services to outcomes
- Satisfaction and use of nine specific programs
- Publicity, how best to inform respondents, and knowledge of available MWR website
- Comments

Importance

- As in the past, ITT, Fitness Center, and Gym were the three most important MWR facilities/services
- Coffeehouse/café, Golf, and Catering again rated least important by Sailors
- 2003 Sailor importance ratings similar to those on 2000 survey
 - Overlap with Sailor 2000 and Spouse 2002 in most important and least important categories
 - » Among most important, 6 shared with Sailor 2000 and 4 shared with Spouse 2002
 - » Among least important, 9 shared with Sailor 2000 and 7 shared with Spouse 2002

NPRST



The first section asked about importance of individual components of MWR. The three highest rated MWR facilities/services continue to be the ITT, Fitness Center, and gym while the three lowest rated are again the coffeehouse/café, golf, and catering.

Overall, there was similarity between the current results and the last two surveys; for most important, six of the facilities/services were in common with the Sailor 2000 survey, and four were in common with the Spouse 2002 survey. The least important facilities/services tended to be more consistent across time, with nine of the ten also being found on the Sailor 2000 and seven being found on the Spouse 2002 surveys.

Most Important Facilities/Services: All Respondents

Percent "Important"/"Very Important"					
Sailor 2003		Sailor 2000		Spouse 2002	
Fitness Center	92%	Fitness center	91%	Navy Exchange	93%
ITT	87%	ITT	88%	ITT	85%
Gym	84%	Gym	86%	Fitness center	83%
Computers/Internet service	79%	Outdoor recreation areas	79%	Outdoor recreation areas	75%
Special events	79%	Playing fields	79%	On-base free movies	73%
Recreation Center facilities	78%	Outdoor recreation rental	76%	Recreational swimming pool	72%
Library Media Resource Center	77%	Outdoor activities	75%	Youth recreation programs	72%
On-base movies/theatres	77%	Library Media Resource	75%	Special events	70%
Playing fields	77%	Special events	74%	Library services	69%
Shipboard movies	76%	Recreational swimming pool	74%	Library Media Resource	68%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

NOTE: On-base movies/theatres (Sailor 2003) was two separate choices for Sailor 2000 and Spouse 2002. Shipboard movies only asked on 2003 Sailor Survey. Navy Exchange only included on 2002 Spouse Survey.

The top ten most important facilities/services are listed here for each of the three administrations.

Generally, the facilities/services asked about were the same year to year; changes between years are annotated at the bottom of the slide as well as grayed out in the table.

The ratings changed very little for the majority of facilities/programs between 2000 and 2003. However, a few programs increased by 5 percentage points or more; the largest change was in the Recreation Center, which increased by 16 percentage points.

Moderately Important Facilities/Services: All Respondents

Percent "Important"/"Very Important"					
Sailor 2003		Sailor 2000		Spouse 2002	
Outdoor recreation areas	75%	On-base free movies	73%	Community Activities	67%
Recreational swimming pool	74%	Computers/Internet service	71%	Gym	67%
Shipboard recreation programs	74%	Library services	70%	Child development services	67%
Outdoor activities	73%	Lap swimming pool	67%	Computers/Internet service	67%
Shipboard fitness programs	72%	On-base movie theater	67%	On-base movie theater	66%
Outdoor recreation equipment rental	71%	Fast food	65%	Outdoor recreation rental	65%
Single Sailor/Liberty programs	69%	Auto skills center	64%	Outdoor activities	64%
Library services	66%	Lunch service	64%	Playing fields	64%
Lap swimming pool	64%	Recreation center	62%	Books/Magazines	63%
Auto skills center	63%	Intramural sports	61%	Lap swimming pool	60%
Lunch service	63%	Single sailor programs	60%	Crafts and hobby programs	54%
Youth recreation programs	62%	Youth recreation programs	60%	Fast food	52%
Fast food	61%			Auto skills center	46%
				Bowling	46%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

Additional large changes were seen for Computers/Internet service and the Single Sailor/Liberty programs, both of which increased almost 10 percentage points from the Sailor 2000 findings.

The largest decrease (5 percentage points) was seen for the outdoor recreation equipment rental.

Least Important Facilities/Services: All Respondents

NPRST

Percent "Important"/"Very Important"					
Sailor 2003		Sailor 2000		Spouse 2002	
Child development services	60%	Child development services	56%	Recreation center	43%
Intramural sports	60%	Crafts and hobby programs	55%	Lunch service	42%
Books/Magazines	59%	Lounge/Bar	55%	Marina services	40%
Crafts and hobby programs	58%	Rifle/pistol range	54%	Intramural sports	37%
Game room/amusement machines	55%	Game room/amusement machines	53%	Coffeehouse/café	37%
Lounge/Bar	55%	Marina services	53%	Game room/amusement machines	36%
Bowling	52%	Bowling	50%	Golf	31%
Marina services	50%	Golf	43%	Lounge/Bar	27%
Coffeehouse/café	43%	Coffeehouse/café	41%	Rifle/pistol range	25%
Golf	41%	Catering	22%	Catering	20%
Catering	29%				

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

The ten least important facilities/services are shown here. Among the least important, nine of the lowest rated programs/services are common with Sailor 2000 while seven are shared with Spouse 2002.

Together, the analyses of the most and least important facilities/services suggest a consistency of the relative importance of the different MWR facilities/services from 2000 to 2003.

NPRST

Use

- Use results similar to 2000 Sailor findings
- Fitness Center, Fast Food, Gym, and ITT are again most used facilities/services for Sailors
 - Increase in use of Computers/Internet
 - On-base Movies/Theatre also increased, possibly because on 2002 and 2000 surveys there were two options ("Movie theater" and "On-base free movies")
- Child Development Services, Youth Recreation, and Catering were least used by Sailors, similar to 2000

The Sailor 2003 results show similar patterns of usage to the Spouse 2002 and Sailor 2000 results, although Spouse frequency of use tends to be lower.

Fitness Center, Fast Food, Gym, and ITT were the four most used MWR facilities/services for Sailors, while Child Development Services, Youth Recreation, and Catering were least used by Sailors, similar to the pattern found in Sailor 2000.

An increase in the use of Computer/Internet service was found as was an increase in the use of Movies/Theaters. However, the increase in use of Movies/Theaters could be because the two movie-related services/programs of previous surveys were combined for this survey.

Most Used Facilities/Services: All Respondents

Percent "Yes"					
Sailor 2003		Sailor 2000		Spouse 2002	
Fitness Center	86%	Fitness center	85%	Navy Exchange	93%
Fast food	76%	Fast food	75%	ITT	71%
Gym	74%	Gym	73%	Fast food	70%
ITT	69%	ITT	71%	Fitness center	60%
On-base movies/theatres	65%	Outdoor recreation areas	59%	Special events	48%
Computers/Internet service	61%	Playing fields	58%	Bowling	47%
Recreation Center facilities	58%	On-base movie theater	48%	Recreational swimming pool	45%
Playing fields	57%	On-base free movies	48%	On-base free movies	45%
Shipboard movies	57%	Computers/Internet service	48%	Outdoor recreation areas	44%
Bowling	54%	Bowling	47%	Books/Magazines	44%
				On-base movie theater	44%

Use of Navy MWR Facilities/Services Section

Indicate whether or not you regularly use each facility/service listed.

NOTE: On-base movies/theatres (Sailor 2003) was two separate choices for Sailor 2000 and Spouse 2002. Shipboard movies only asked on 2003 Sailor Survey. Navy Exchange only included on 2002 Spouse Survey.

Of the top ten most used programs/facilities, seven were common with the top ten for the Sailor 2000 survey.

The program/facility that increased the most was the Recreation Center facility. Thirty percent more Sailors reported using it in 2003 compared to 2000.

Again, On-Base Movies and On-Base Movie Theaters were combined in the Sailor 2003 survey so the large change in results may be due to this change in wording.

Moderately Used Facilities/Services: All Respondents

NPRST

Percent "Yes"					
Sailor 2003		Sailor 2000		Spouse 2002	
Library Media Resource Center	53%	Lunch service	46%	Gym	42%
Shipboard fitness programs	51%	Recreational swimming pool	45%	Community activities	35%
Special events	51%	Library Media Resource Center	44%	Library services	35%
Books/Magazines	47%	Lounge/Bar	43%	Playing fields	33%
Lunch service	47%	Auto skills center	42%	Computers/Internet service	33%
Outdoor recreation areas	47%	Outdoor recreation rental	41%	Outdoor recreation rental	30%
Recreational swimming pool	47%	Outdoor activities	41%	Auto skills center	30%
Shipboard recreation programs	47%	Library services	41%	Library Media Resource Center	29%
Lounge/Bar	45%	Lap swimming pool	39%	Outdoor activities	29%
Auto skills center	40%	Intramural sports	39%	Lap swimming pool	28%
Library services	39%	Game room/amusement machines	37%	Youth recreation programs	27%
Game room/amusement machines	38%			Child development services	26%
Lap swimming pool	38%			Lunch service	26%
Outdoor activities	38%				

Use of Navy MWR Facilities/Services Section
Indicate whether or not you regularly use each facility/service listed.

Sailor 2003 and Sailor 2000 produced very similar findings, with percentages generally differing by 1–2 percentage points. Differences between the current survey and the Spouse 2002 are much larger, often about 10 percentage points or more.

Least Used Facilities/Services: All Respondents

Percent "Yes"					
Sailor 2003		Sailor 2000		Spouse 2002	
Intramural sports	37%	Golf	33%	Coffeehouse/café	24%
Outdoor recreation equipment rental	36%	Coffeehouse/café	30%	Crafts and hobby programs	23%
Coffeehouse/café	33%	Recreation center	28%	Lounge/Bar	21%
Golf	33%	Marina services	25%	Golf	20%
Single Sailor/Liberty program	30%	Crafts and hobby programs	24%	Marina services	20%
Crafts and hobby programs	27%	Single sailor programs	22%	Game room/amusement machines	19%
Marina services	25%	Youth recreation programs	20%	Intramural sports	17%
Child development services	20%	Rifle/pistol range	20%	Recreation center	12%
Youth recreation programs	20%	Child development services	19%	Rifle/pistol range	9%
Catering	14%	Catering	10%	Catering	7%

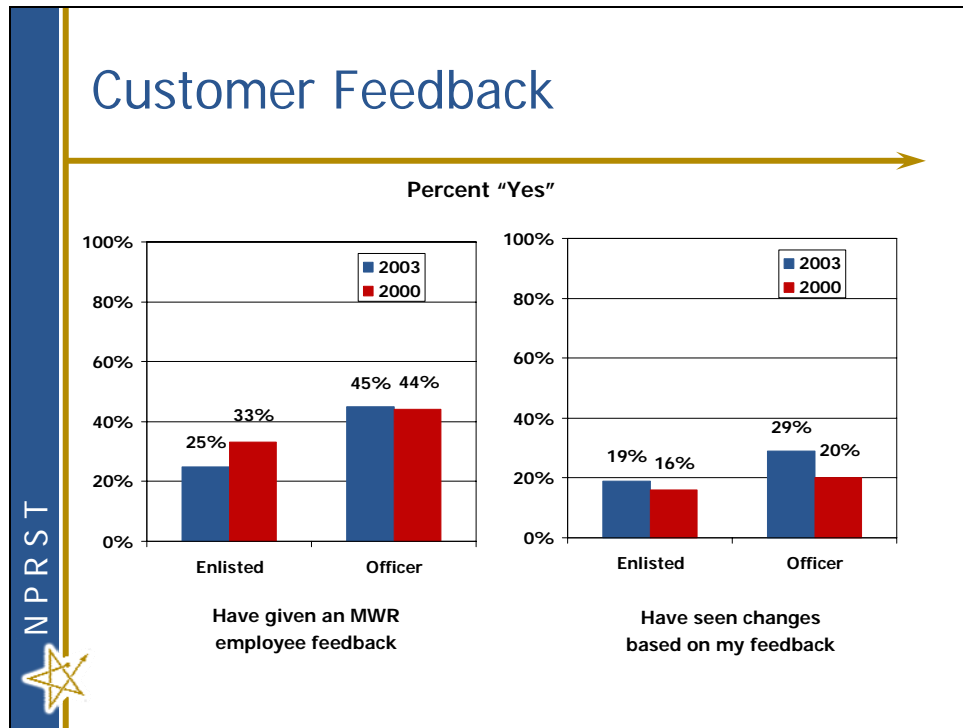
Use of Navy MWR Facilities/Services Section

Indicate whether or not you regularly use each facility/service listed.

NPRST



The ten least-used facilities/services showed consistency as well. The ten least used facilities/services reported by Sailors in 2003 matched eight of the least-used facilities/services reported by Sailors on the 2000 survey.



Two questions were asked relating to feedback given to MWR staff. In 2003, about half of the officers reported giving feedback to an MWR employee, compared to just 25 percent of enlisted. While this was similar to 2000 for officers, this was a decrease of 8 percentage points for enlisted Sailors.

In 2003, almost one-third of officers and one-fifth of enlisted reported they had seen changes based upon their feedback.

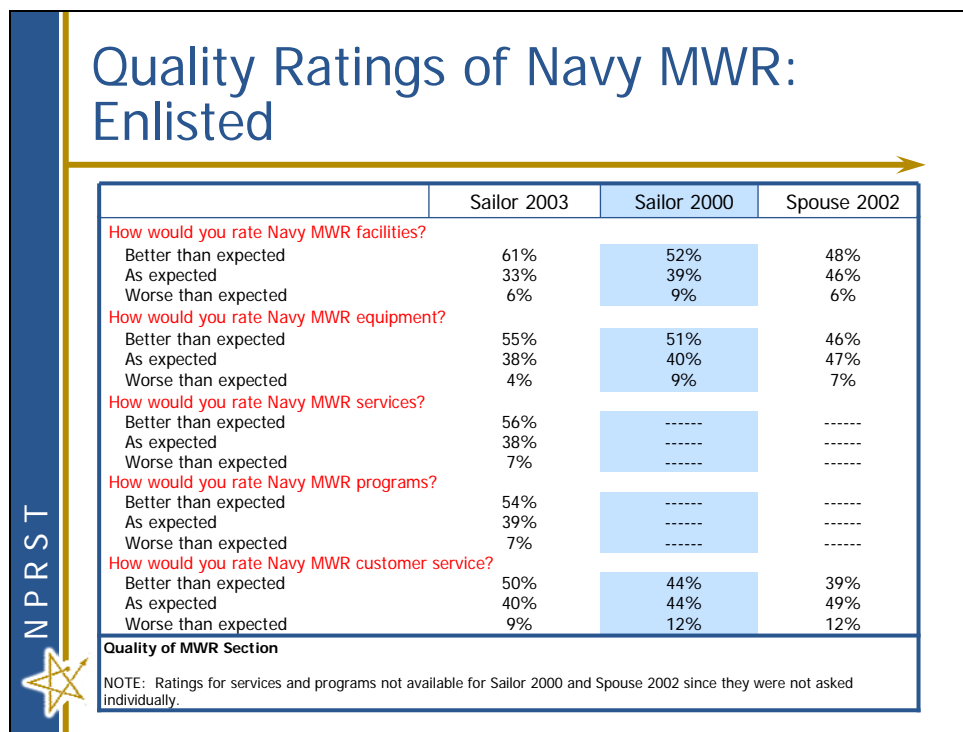
NPRST

Quality Ratings of Navy MWR

- Sailors continue to have positive views of MWR Quality
 - Ratings are slightly more positive than in 2000
 - Few rate these aspects of MWR as “worse than expected”
- Customer service ratings, although very favorable, remain least positive among the quality items
 - 9% of enlisted and 11% of officers rate MWR Customer Service “worse than expected”

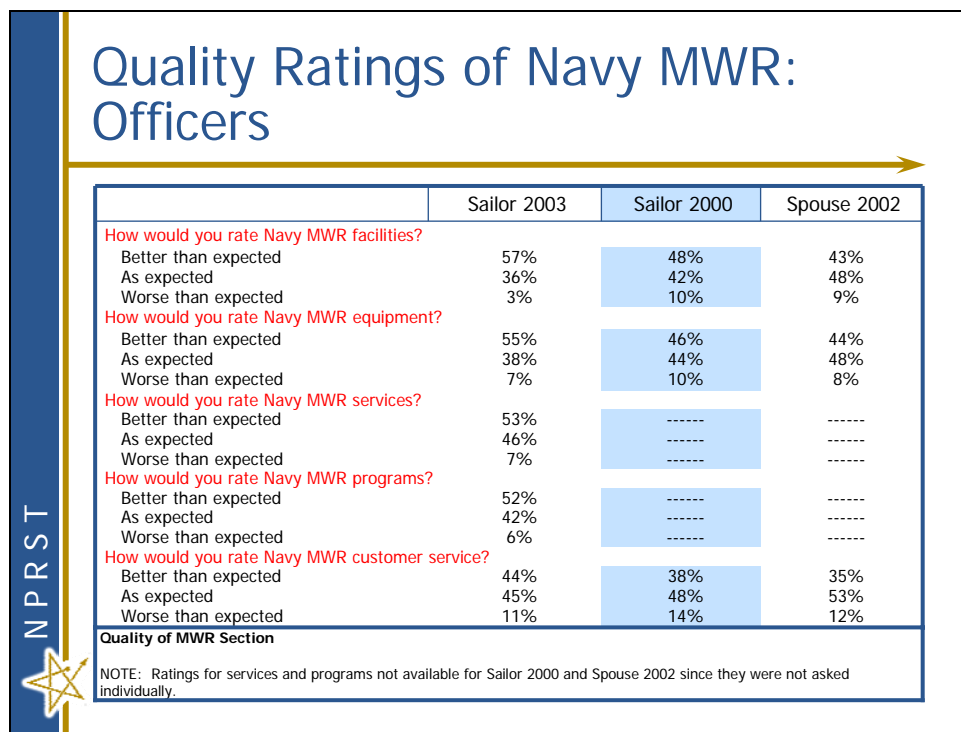
Respondents were asked questions about the quality of certain aspects of MWR. Overall, results were very positive, and slightly more positive than in 2000.

While still positive, ratings of customer service were the lowest of all the quality aspects surveyed.



Overall, Navy MWR quality ratings were positive for enlisted Sailors. The majority (between 50% and 61%) indicated “better than expected,” 10 percent or less indicated that an aspect was “worse than expected.”

Taken as a whole, quality ratings indicated a small perceived improvement in MWR facilities from ratings reported by Sailors in 2003 as compared to those in 2000.



Overall, Navy MWR quality ratings were positive for officers as well. Ratings of “better than expected” were generally provided by the majority of officers; customer service was the only aspect where this was not the case.

The pattern of quality ratings showed an overall perceived improvement in MWR facilities for officers similar to that seen for enlisted personnel.

A lower percentage of officers rated MWR customer service as exceeding expectations compared to enlisted Sailors. Given their higher income, officers may, on average, have higher standards for MWR facilities than enlisted Sailors do.

MWR Satisfaction

NPRST



- Satisfaction with MWR is high
 - 91% of enlisted and 96% of officers say they will continue to use MWR
 - Between 83% and 86% would recommend both MWR facilities and services to others
 - Almost 80% say they are satisfied with Navy MWR facilities and services
 - 70% of enlisted and 77% of officers say MWR is worth the fees they pay

Sailors are very satisfied with MWR. Almost all indicate they will continue to use MWR, and about 8 in 10 would recommend MWR to others. Seventy percent of enlisted and 77 percent of officers say that MWR is worth the fees they pay.

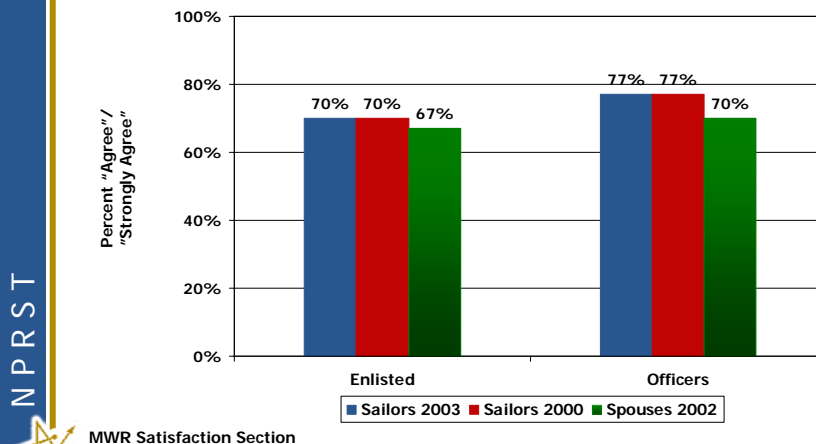
Satisfaction with MWR

Percent "Agree"/"Strongly Agree"		
	Enlisted 2003	Officer 2003
I am satisfied with the Navy's MWR facilities.	76%	78%
I am satisfied with the Navy's MWR services.	77%	77%
I will continue to use the Navy's MWR facilities.	91%	96%
I will continue to use the Navy's MWR services.	90%	94%
I would recommend the Navy's MWR facilities to others.	83%	86%
I would recommend the Navy's MWR services to others.	83%	85%
Navy MWR improves the quality of life for me.	76%	84%
Navy MWR improves the quality of life for my family.	63%	76%
Satisfaction with MWR Section		
NOTE: Only 2003 results shown because wording of items changed on 2003 survey and results are not comparable to past surveys.		

Overall, enlisted and officers are similar in their high satisfaction with MWR. However, officers are more likely to report that MWR programs, facilities, and services are important to the quality of life for themselves and their families than enlisted.

Satisfaction questions were reworded from the previous survey to ask about facilities and services separately and therefore are not directly comparable to previous results. Overall, the results for satisfaction with MWR asked on Navy surveys during the past decade have trended upward.

Navy MWR services are worth the fees I pay



The majority of Sailors believe that MWR services are worth the fees they have paid to use these services. These attitudes have been stable from 2000 to 2003 for both enlisted and officers.

Officers are slightly more likely to consider MWR fees to be worthwhile than are Enlisted Sailors.

NPRST

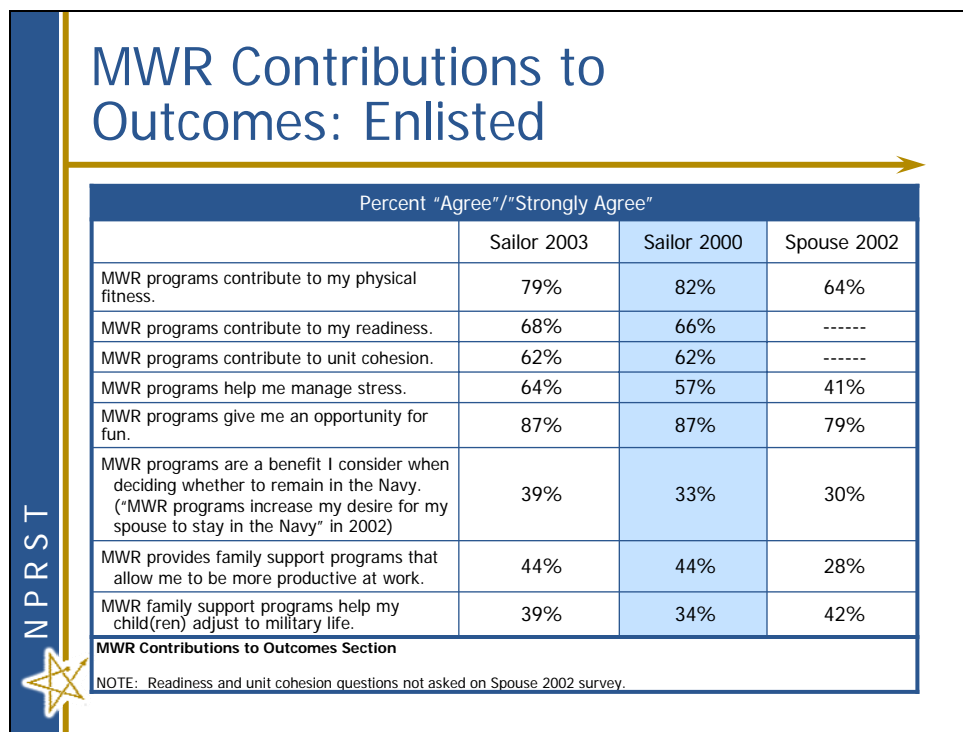
MWR Contributions to Outcomes

- Highest agreement that MWR provides an opportunity for fun; similar to previous surveys
- MWR programs more important than in 2000 as a benefit considered when deciding to remain in the Navy
- More in 2003 than in 2000 said MWR family support programs help their children adjust to military life

Navy leadership has frequently been interested in the relationship between Navy MWR and important organizational outcomes. To address this interest, the survey contained questions focused on the contribution MWR makes to outcomes such as physical fitness, readiness, and retention. Most Sailors see MWR as making an important contribution to their readiness and towards different aspects of their quality of Navy work/life.

The benefits provided by MWR have become more of a factor in decisions to re-enlist, with more Sailors reporting having considered these programs in their decision making in 2003 than 2000.

A larger percentage of Sailors in 2003 report that MWR family support programs are helpful to the adjustment to military life for Navy children, as compared to that reported in 2000.



Most enlisted Sailors think that MWR programs have a positive effect on several aspects of their work and life, including fun, physical fitness, and readiness.

Compared to previous years, increases were seen for managing stress and as a consideration in the retention decision.

MWR Contributions to Outcomes: Officers

Percent "Agree"/"Strongly Agree"			
	Sailor 2003	Sailor 2000	Spouse 2002
MWR programs contribute to my physical fitness.	88%	86%	61%
MWR programs contribute to my readiness.	73%	67%	-----
MWR programs contribute to unit cohesion.	76%	76%	-----
MWR programs help me manage stress.	71%	67%	38%
MWR programs give me an opportunity for fun.	89%	89%	78%
MWR programs are a benefit I consider when deciding whether to remain in the Navy. ("MWR programs increase my desire for my spouse to stay in the Navy" in 2002)	42%	36%	31%
MWR provides family support programs that allow me to be more productive at work.	47%	38%	18%
MWR family support programs help my child(ren) adjust to military life.	41%	31%	41%

MWR Contributions to Outcomes Section

NOTE: Readiness and unit cohesion questions not asked on Spouse 2002 survey.

Officers generally had higher agreement than enlisted sailors did. As with enlisted, officers see MWR as good for fun and physical fitness, followed by unit cohesion and readiness.

The largest change from 2000 was for those indicating MWR helps their child(ren) adjust to military life (10 percentage point increase).

MWR Program Usage

Percent Who Used in Last Year						
	Sailor 2003		Sailor 2000		Spouse 2002	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
Afloat MWR ^a	58%	56%	-----	-----	-----	-----
Food and Beverage/Entertainment	69%	73%	63%	66%	-----	-----
Auto Skills Center	33%	26%	37%	31%	-----	-----
Single Sailor Recreation/Liberty	22%	4%	27%	11%	-----	-----
MWR ITT ^b	52%	70%	55%	59%	61%	68%
Sports and Fitness Programs	84%	87%	-----	-----	-----	-----

NPRST



^a Afloat MWR percentage shows those who served aboard an afloat unit in the last 3 years.

^b ITT section was included on 1999 Sailor survey but not on 2000 Sailor survey

Nine programs were asked about on the 2003 MWR Survey. Six of those program subsections asked specifically if the respondent had used the program. Among these six programs, both enlisted and officers had high usage rates of the Sports and Fitness Programs and the Food and Beverage/Entertainment Services.

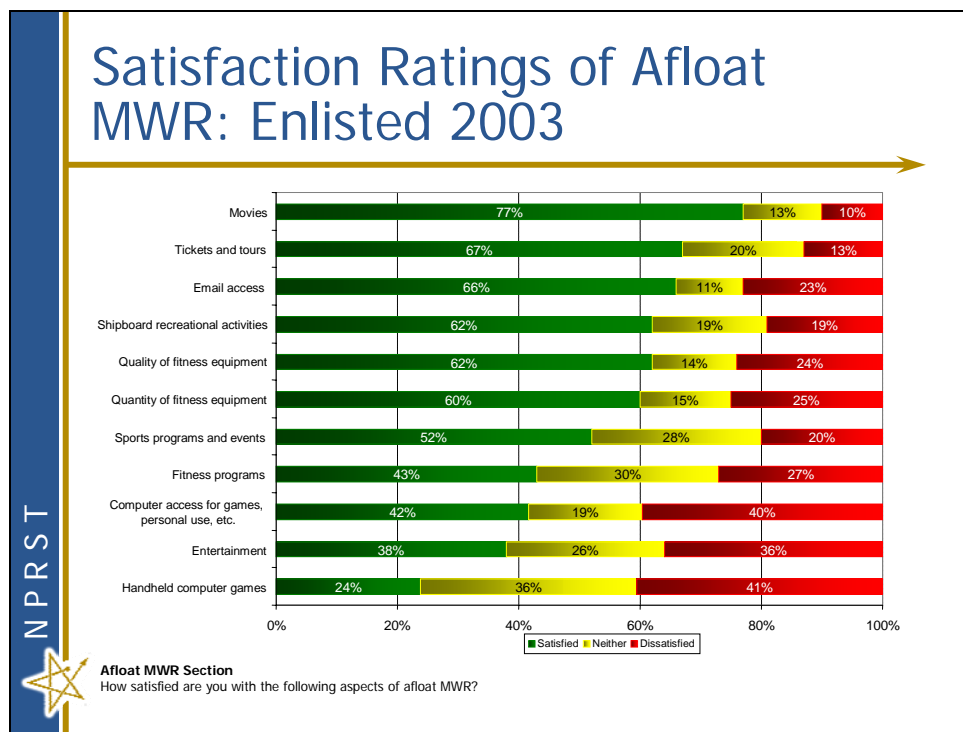
NPRST

Afloat MWR

- Section included for first time on 2003 Survey
- Completed by those who have served in afloat unit in past 3 years (58% of enlisted; 56% of officers)
- Movies, Tickets and tours, Email access, and Shipboard recreational activities are most satisfying aspects of Afloat MWR
 - Same top 5 for both enlisted and officers, although different order

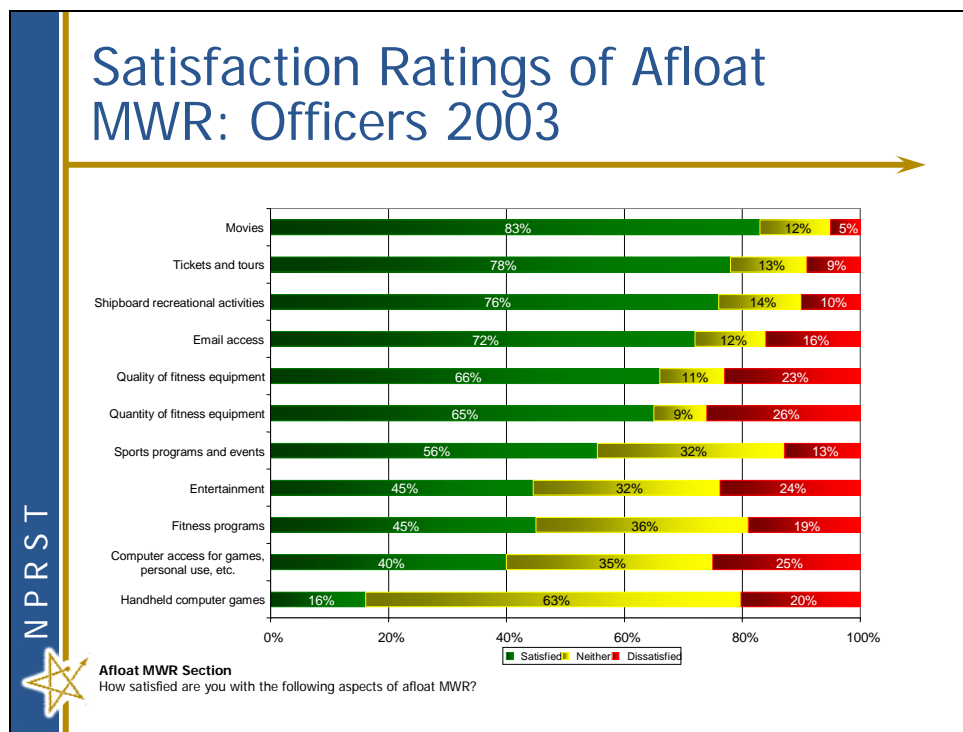
For the 2003 survey, a section was added specifically addressing MWR services while afloat on Navy ships. To our knowledge, this was the first time the topic had been assessed in detail on a Navy-wide survey. Only those who had served in afloat units during the past three years were included.

Enlisted and officers had the same top 5 activities, although in different orders.




Enlisted Sailors reported being satisfied with the majority of Afloat MWR programs included on the survey, with the highest satisfaction (77%) being for movies while afloat.

The largest levels of dissatisfaction were with handheld computer games (41%) and computer access for games and personal use (40%). These may moderate over time as computer technology and access improve.



For the most part, officers reported higher levels of satisfaction with Afloat MWR programs than did enlisted, by at least 10 percentage points across the majority of programs.

The largest dissatisfiers were the quality of fitness equipment (26%) and computer access for games and personal use (25%). The majority (63%) were neither dissatisfied nor satisfied with handheld computer games.

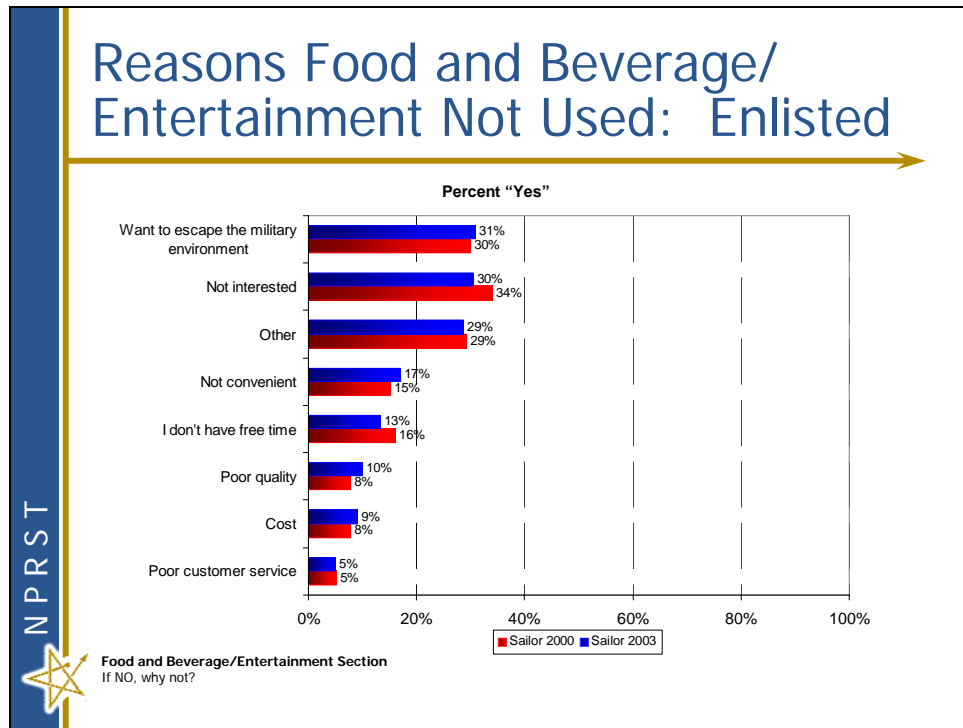
NPRST


Food and Beverage/Entertainment

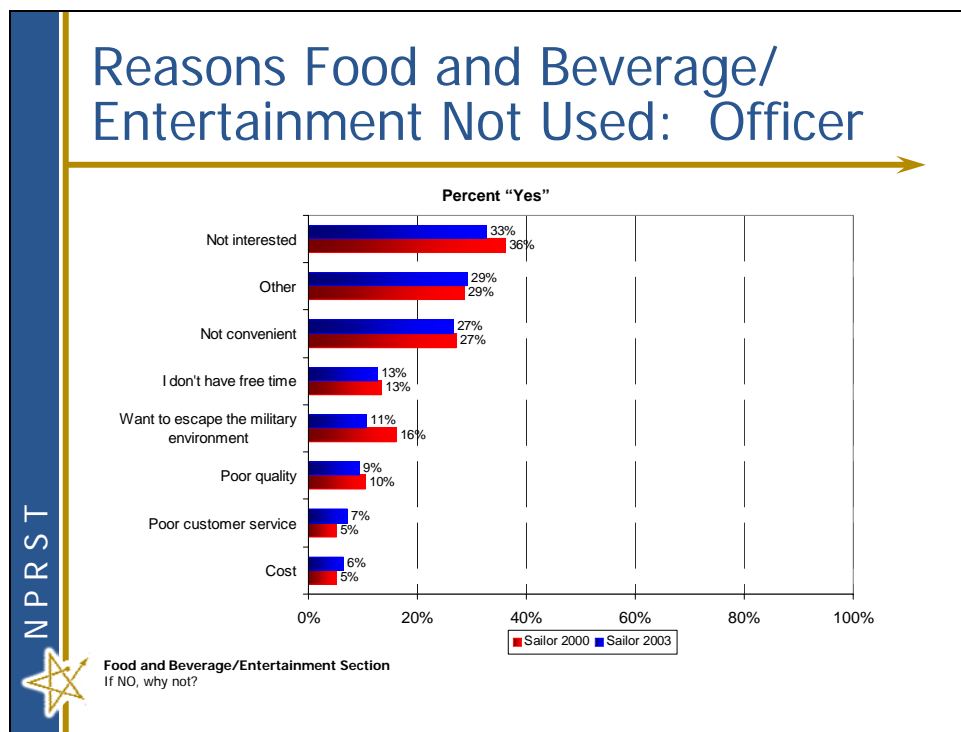
- Food and Beverage/Entertainment used by 69% of enlisted and 73% of officers
- Most enlisted use bowling center snack bars while most officers use full service restaurants in Club
- When asked what would increase their use of Navy MWR Food and Beverage/Club or Entertainment services, most enlisted chose lower price and better variety, while most officers chose healthier food alternatives
- Most enlisted and officers would participate in watching movies at MWR Club facilities
 - For enlisted, this was selected by almost 20% more than any other option
- The most preferred concert type for both enlisted and officer was Classic Rock

The majority of the Navy use some aspect of MWR Food and Beverage/Entertainment; most enlisted used snack bars at bowling centers while most officers used full-service restaurants at the Club.

To increase usage, enlisted were most interested in lower prices and greater variety while officers were most interested in healthy food alternatives.



Respondents were asked why they did not use Food and Beverage/Entertainment facilities and services. The top three reasons for enlisted were that they wanted to escape the military environment, they were not interested, or some other reason. Compared to Sailor 2000, the findings are very similar.



Similar to the enlisted results, about one-third of officers were not interested or indicated that some other reason was why they did not use the Food and Beverage/Entertainment facilities and services. The third most common reason for officers was that it was not convenient.

The largest change from 2000 for officers was a decrease in the number reporting they wanted to escape the military environment. That may reflect the general upsurge in positive attitudes toward the military that has been found on other surveys following the events of September 11, 2001.

Use of Food and Beverage/Entertainment Venues

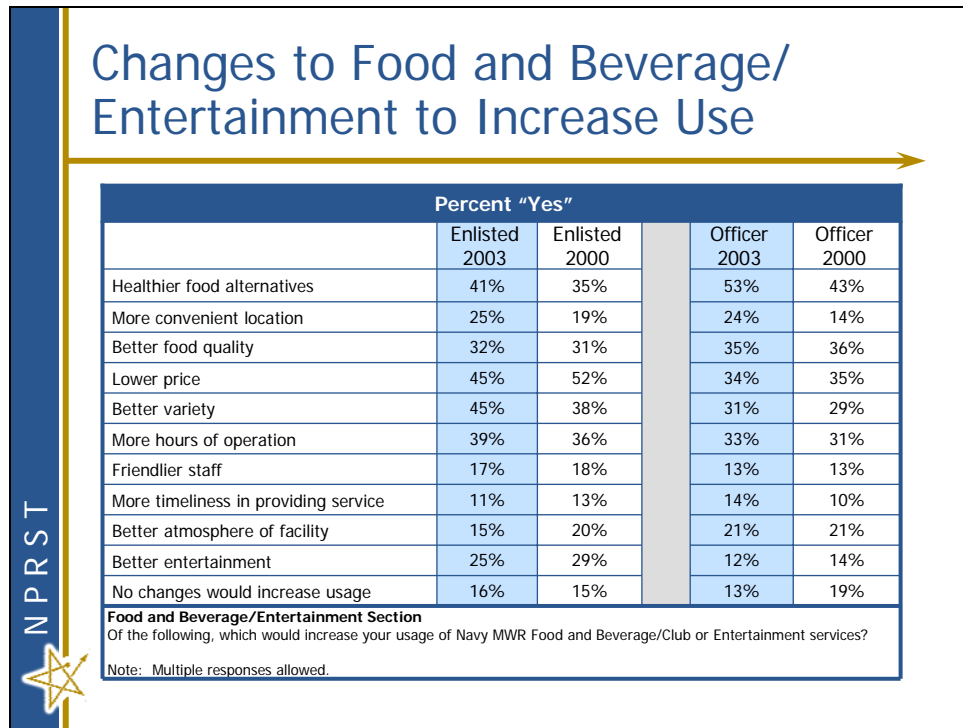
Percent "Yes"		
	Enlisted 2003	Officer 2003
Full service bar in a Club	44%	60%
Full service restaurant in a Club	38%	65%
Bowling center snack bar	67%	50%
Golf course snack bar	22%	53%
MWR branded concept	50%	60%
Recreation center food court	52%	49%
Other	25%	15%
Food and Beverage/Entertainment Section If YES, which of the following have you visited in the past year? Note: Multiple responses allowed.		

NPRST

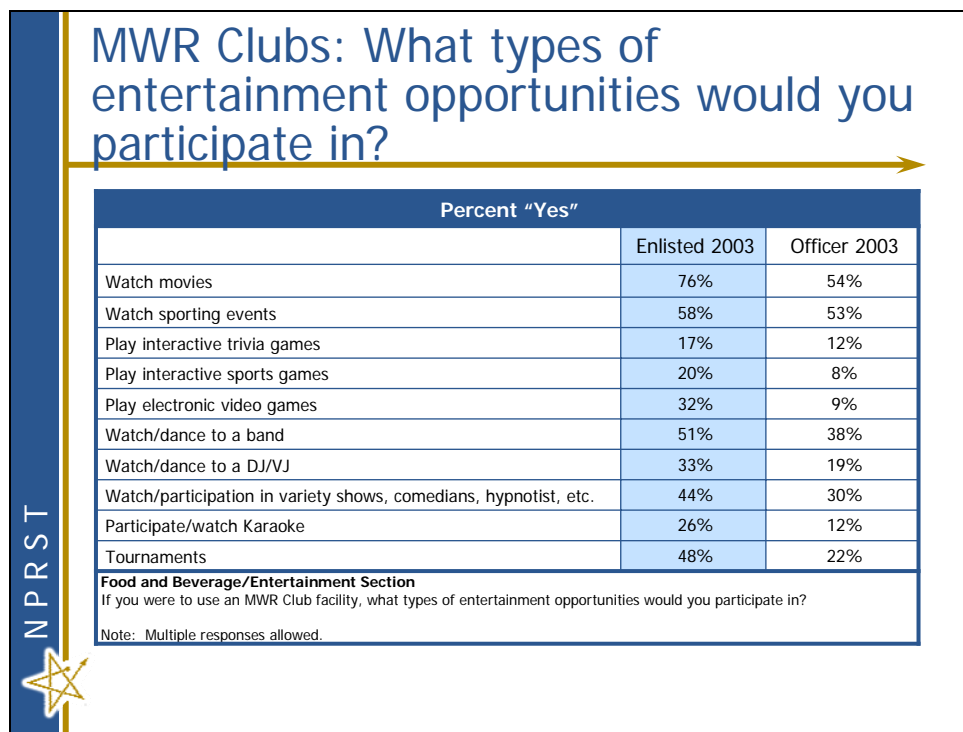


Enlisted Sailors were more likely to have used casual dining facilities such as the Bowling Center Snack Bar and the Recreation Center Food Court, while officers were more likely to prefer full-service restaurants and bars at the Club.

The largest difference between officers and enlisted was in the percentage using the Golf Course Snack Bar; about half of the officers use it while less than one-fourth of enlisted do. This may reflect the fact that officers tend to use the golf courses more than enlisted Sailors do.



One focus of the 2003 Navy MWR Customer Survey was to explore ways to increase use of the Food and Beverage/Entertainment facilities and services. For both enlisted and officers, the top five changes that would lead to a higher frequency of use were: healthier food alternatives, better food quality, lower price, better variety, and more hours of operation.



Another set of questions was designed to gauge interest in possible new programs. The top five new entertainment opportunities for both enlisted and officers were: watch/participate in variety shows, comedians, hypnotist, etc.; tournaments; watch/dance to a band; watch sporting events; and watch movies. Enlisted personnel were generally more interested in these than officers were.

MWR Clubs: Preferred Concert Types

	Percent "Yes"			
	Enlisted 2003	Enlisted 2000	Officer 2003	Officer 2000
Classic Rock	56%	51%	64%	57%
Hip Hop/R&B	48%	36%	13%	10%
Country	34%	32%	41%	35%
Alternative/Techno	35%	33%	13%	17%
Retro	8%	7%	5%	8%
Blues	27%	22%	29%	29%
Jazz	28%	27%	36%	37%
Top 40	30%	28%	33%	31%
Reggae	26%	22%	14%	14%
Other	29%	17%	11%	11%
None	3%	7%	6%	13%

Food and Beverage/Entertainment Section
 If you were to use an MWR Club facility, what types of entertainment opportunities would you participate in?
 Note: Multiple responses allowed.

The preferred type of concert music for both enlisted and officers is consistently Classical Rock. Country music is the second highest rated for officers and is the third highest rated for enlisted. While enlisted Sailors preferred Hip Hop/R&B highly, most officers would not participate in these concerts.

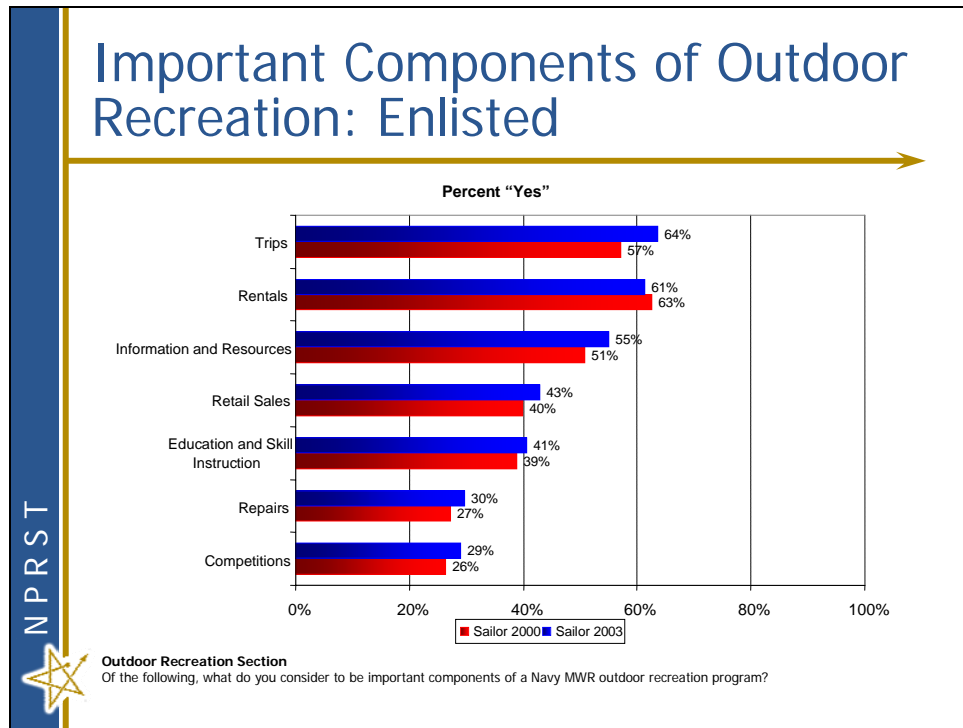
NPRST

Outdoor Recreation

- Trips and Rentals remain the most important components of the Outdoor Recreation program for enlisted, while Rentals are the most important for officers
- For both enlisted and officer respondents, SCUBA is the activity most would participate in if it were offered
 - Similar ratings between 2000 and 2003

The 2003 survey asked about current outdoor recreation activities as well as potential new activities. In terms of current activities, rentals were most important for officers and second most important for enlisted; trips were the most important for enlisted.

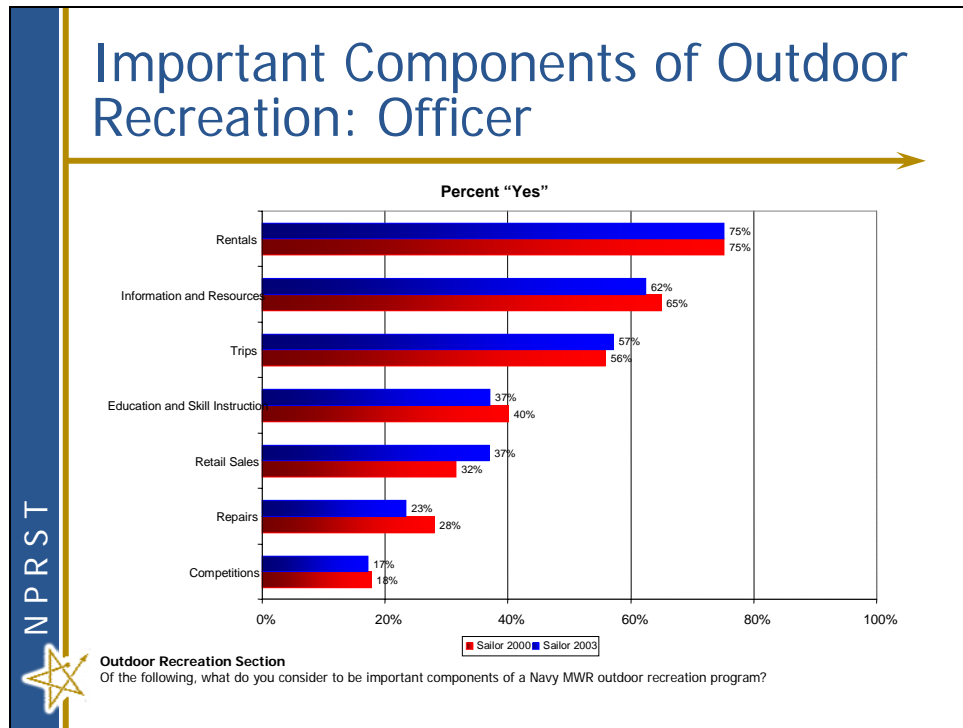
For all respondents, SCUBA was the activity that most would participate in if it were offered.



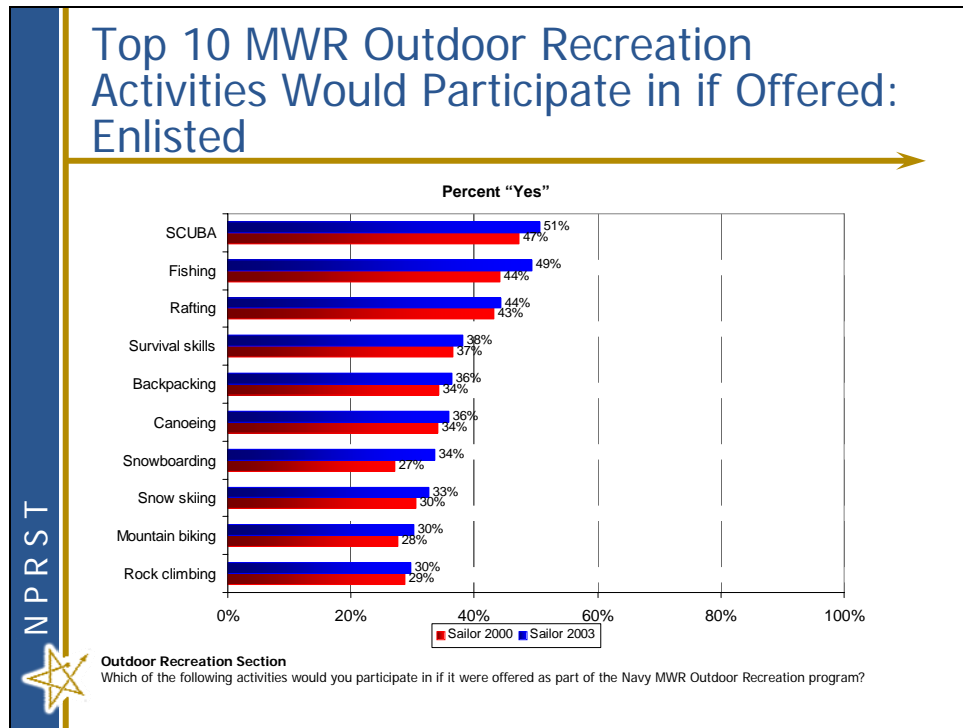
Similar to 2003, the top three important components of MWR for both enlisted and officers were Trips, Rentals, and Information and Resources, although officers and enlisted ranked them differently.

Both enlisted and officers rate Competitions as the least important component of MWR outdoor recreation programs.

The largest change for enlisted was for trips. There was a 7 percentage point increase in 2003 compared to 2000 of those who indicated this is an important component of Outdoor Recreation.

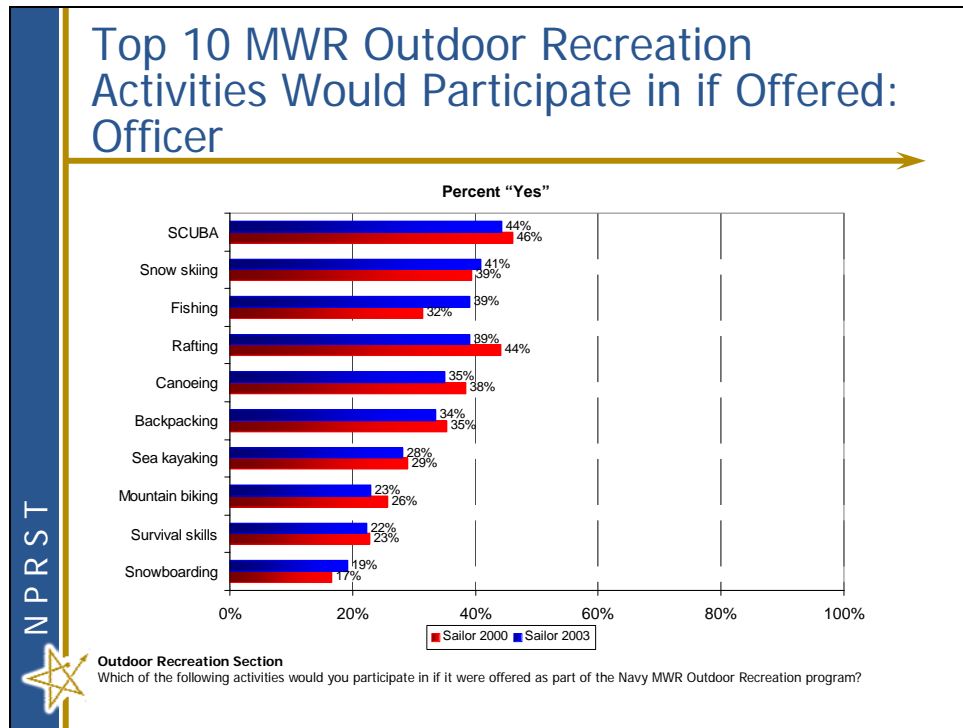


Officers' ratings of important components of a Navy MWR program increased across several categories from 2000 to 2003. The largest increase was in retail sales while there was a decrease in repairs.



The survey asked about possible new activities to be added to the Outdoor Recreation program. Five of the top six activities are consistent between enlisted and officers, although the rank order of each activity differs between the two groups. Those five activities are: SCUBA, Fishing, Rafting, Backpacking, and Canoeing activities. For officers, the only activity of the top six that is not in common with enlisted is Snow Skiing; instead, enlisted prefer to learn Survival Skills.

When compared to Sailor 2000 results, the findings are similar. The largest increase from 2000 was for Snowboarding, which increased 7 percentage points.



Again, the findings are generally similar to 2003. The largest increase from 2000 was for Fishing while Rafting decreased the most.

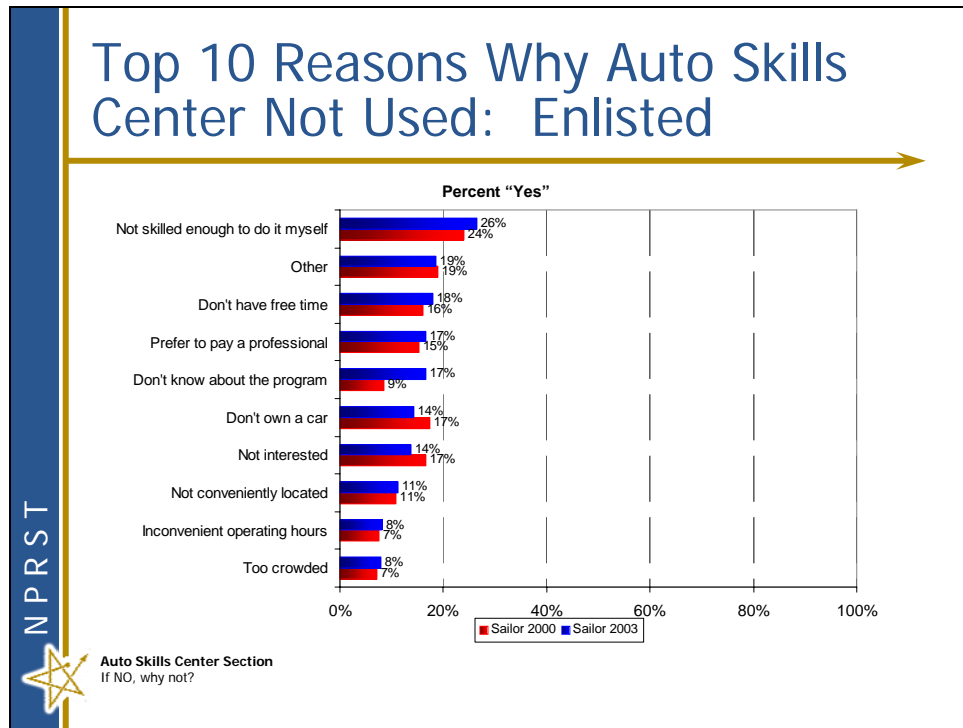
Auto Skills Center

- Auto Skills Center is used by 33% of enlisted and 26% of officers
- Overall, both enlisted and officers are satisfied with the Auto Skills Center; more than in 2000
- Variety of equipment is the most satisfying aspect, with only about 10% not indicating satisfaction

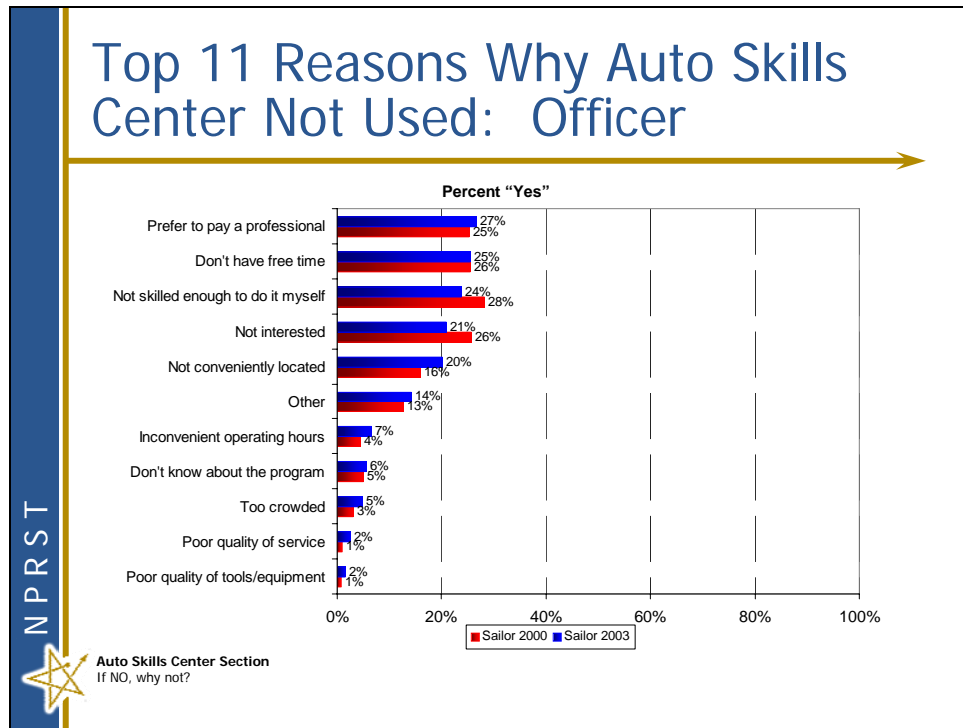
NPRST



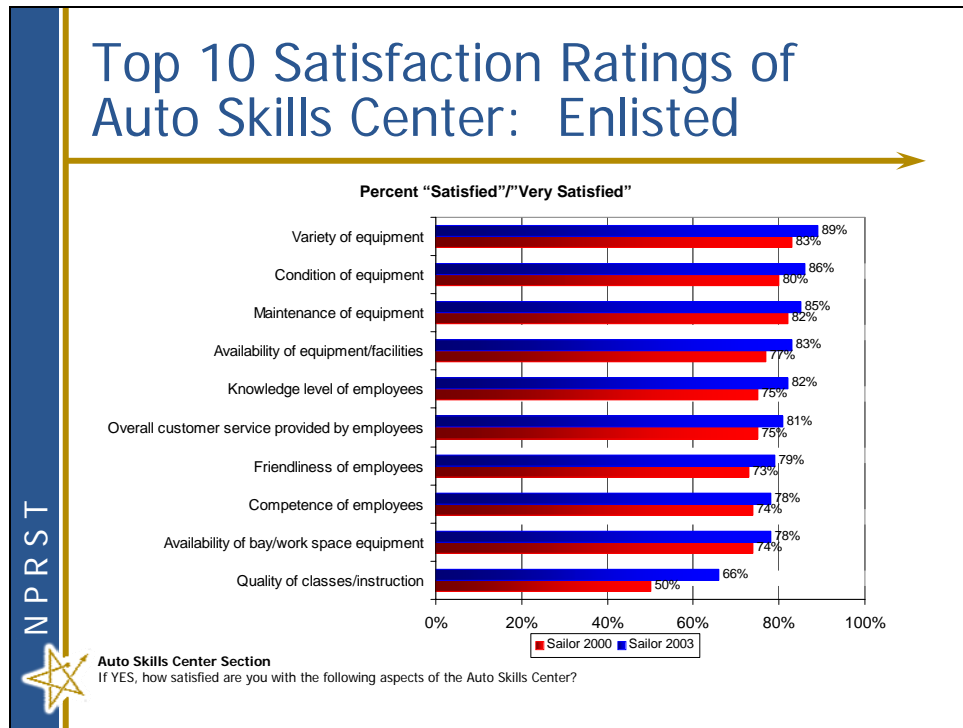
About one-third of the Navy uses the Auto Skills Center, and users are generally satisfied with it, more so than they were in 2000.



Those who do not use the Auto Skills Center were asked why not. The most common reason for enlisted was that they did not feel skilled enough to fix cars by themselves. Reasons for non-use are similar to Sailor 2000, with the largest increase being those who indicate they do not know about the program.

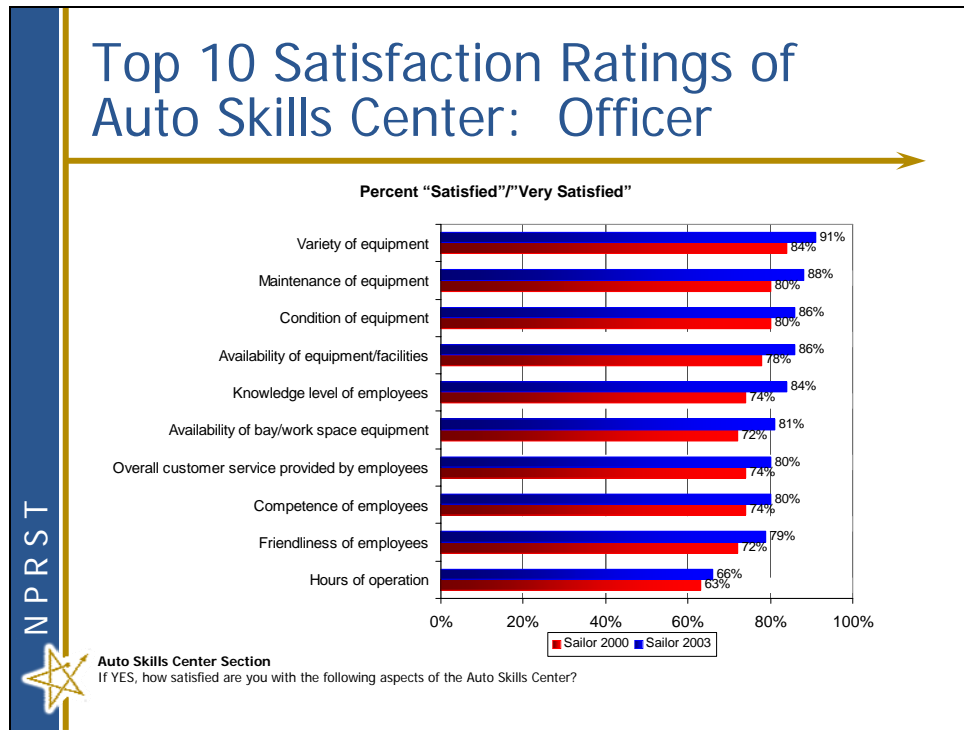


The results for officers are also generally similar to the 2000 findings, with the exception of three reasons. The percentages of those indicating they are not skilled enough to do it themselves and those indicating they are not interested decreased slightly, while the percentage of those indicating the Auto Skills Center is not conveniently located increased.



Overall, there have been slight increases in satisfaction with the Auto Skills Center for both enlisted and officers from the 2000 survey. However, the rank order of the top 10 most satisfying aspects has not changed greatly between surveys.

The largest difference for enlisted is in the percentage indicating satisfaction with the quality of the classes/instruction (16 percentage point increase).



Officers also show slight increases from 2000, but the overall pattern of responses is similar to 2000.

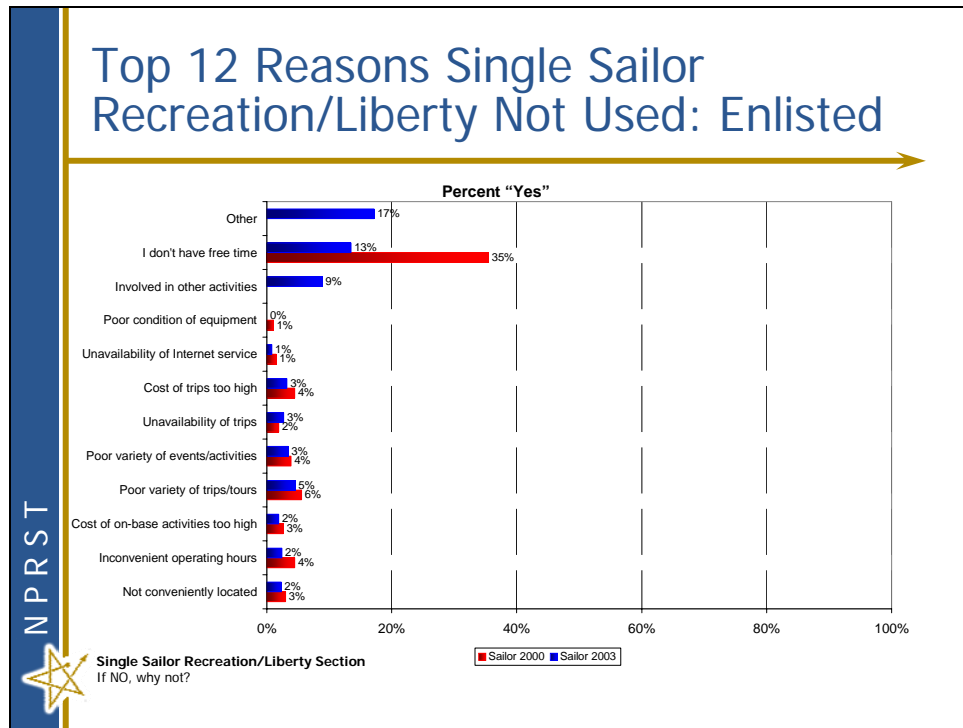
NPRST

Single Sailor Recreation/Liberty

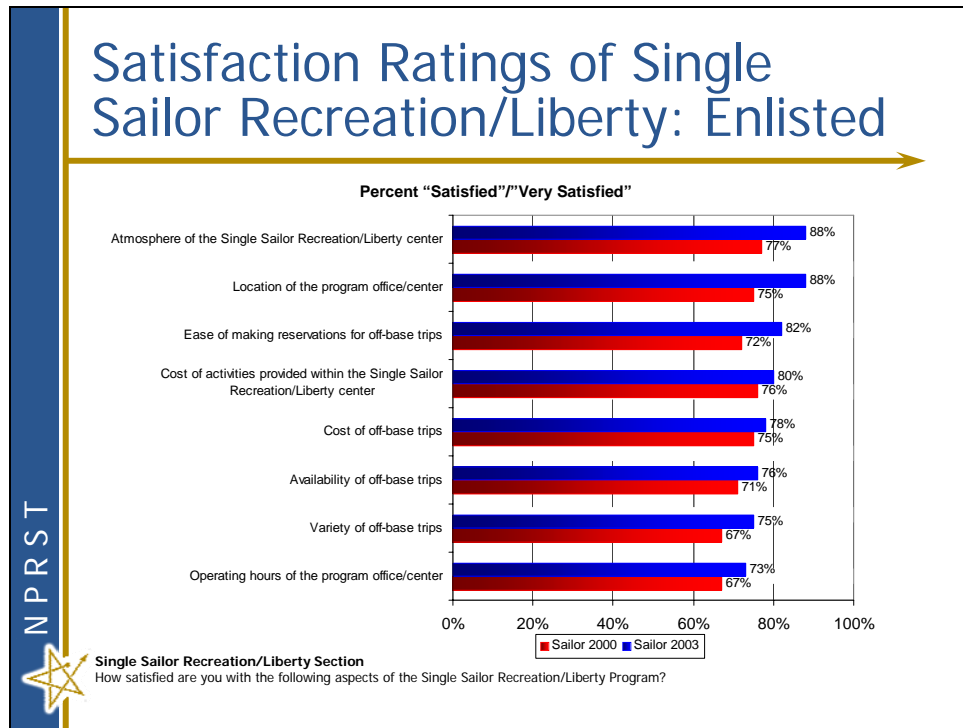
- Single Sailor Recreation/Liberty program used by 22% of enlisted
- Highest satisfaction with atmosphere and location of facility
- Top three same as in 2000, but satisfaction was higher in 2003

The Single Sailor program is targeted toward single enlisted Sailors who are between 18 and 25 years old. About 22 percent of enlisted respondents indicated they had used it.

As seen in previous results, satisfaction was high and tended to be higher than in 2000.



The largest percentage indicate they do not use the program for some other reason, followed by not having enough time to use the program. The percentage indicating this second option decreased by 22 percentage points from 2000. It is unclear why this large decrease occurred.



All satisfaction ratings have increased over those reported in 2000. Three ratings increased by 10 percentage points or more: Atmosphere (increase of 11), Location (13), and Ease of Making Reservations (10).

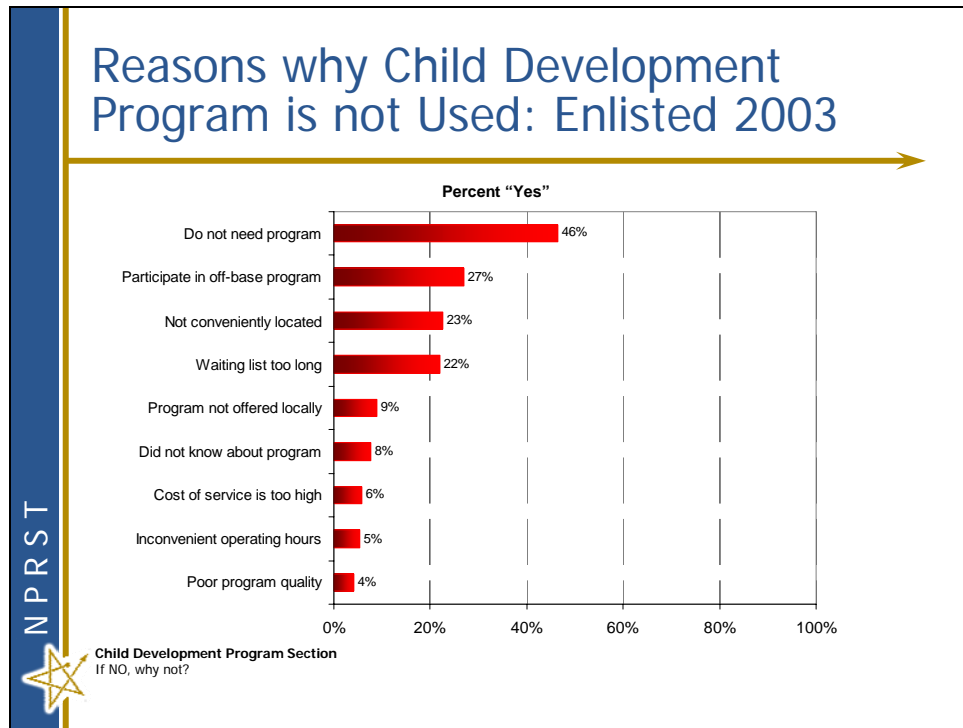
NPRST

Child Development/Youth & Teen Programs

- Of those eligible, 17% of enlisted and 21% of officers have children enrolled in a Navy child development program
- Of those eligible, 7% of enlisted and 11% of officers have children who participate in the School Age Care (SAC) program while 29% of enlisted and 21% of officers have children who participate in Youth General Recreation programs
- For users of Child Development/Youth & Teen Programs, satisfaction was as high or higher than in 2000

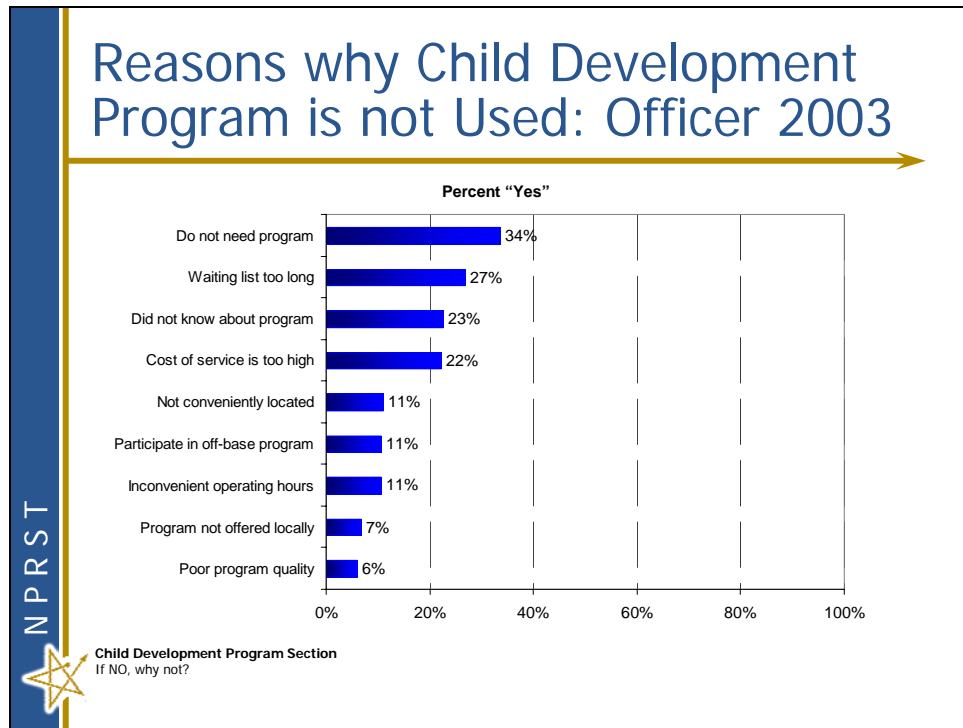
Respondents with children were asked to complete sections on the Child Development Program and the Youth & Teen Program. Of those with children in the appropriate age groups, less than 20 percent of Sailors use the child development program and even fewer use the School Age Care (SAC) program. Almost one-fourth of Sailors use the Youth General Recreation programs.

Users of the programs tend to be satisfied, even more than they were in 2000.

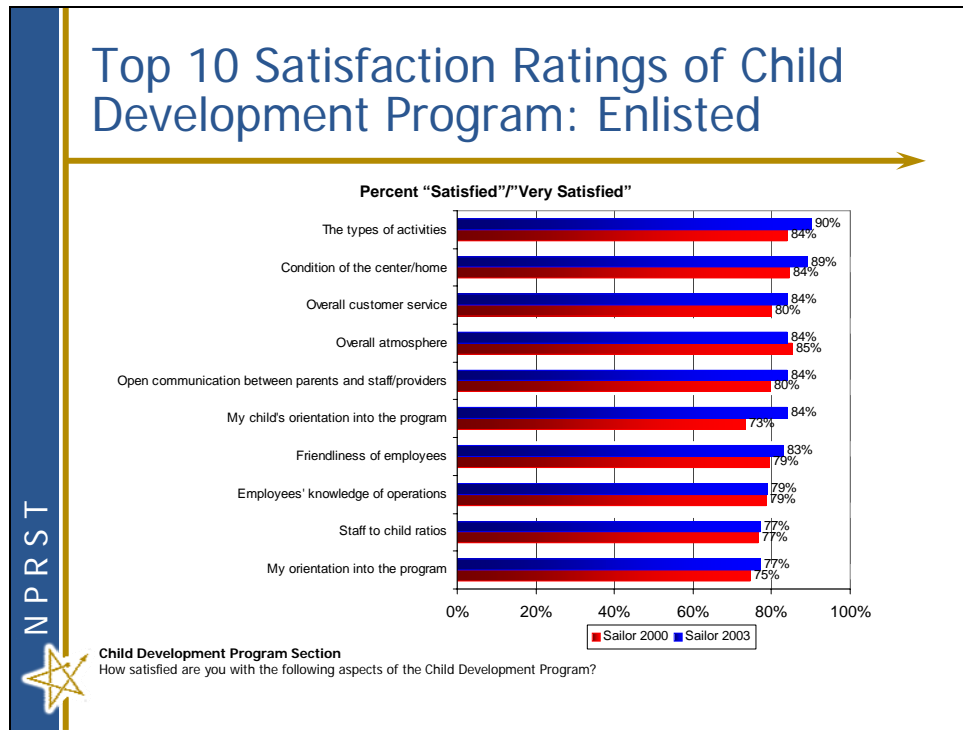


Non-users were asked for all reasons why they do not use the program; almost half indicate that they do not need the program, possibly because they already have someone to take care of the child (spouse, grandparent). Over one-fourth indicate that they participate in an off-base program. Twenty-three percent indicated that the center is not conveniently located and 22 percent indicated that the waiting list is too long.

Previous versions of the survey did not include this question, so no comparison data are available.



About one-third of officers indicate they do not use the Child Development Program because they do not need it. A slightly higher percentage of officers than enlisted indicate that the waiting list is too long. Officers are also more likely to indicate that they do not know about the program or that the cost is too high.

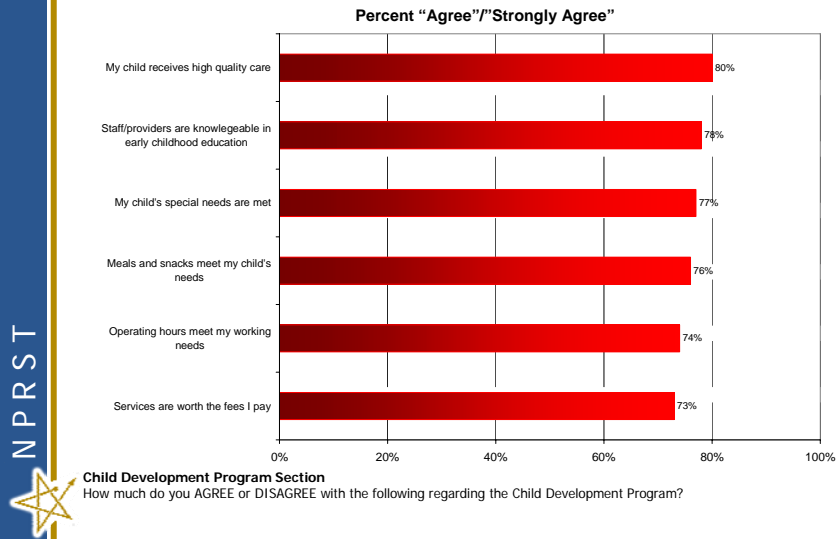


Enlisted users of the Child Development Program are generally satisfied with aspects of the program, with slightly higher levels of satisfaction than in 2000. There was a nine percentage point increase in satisfaction for child's orientation into program.



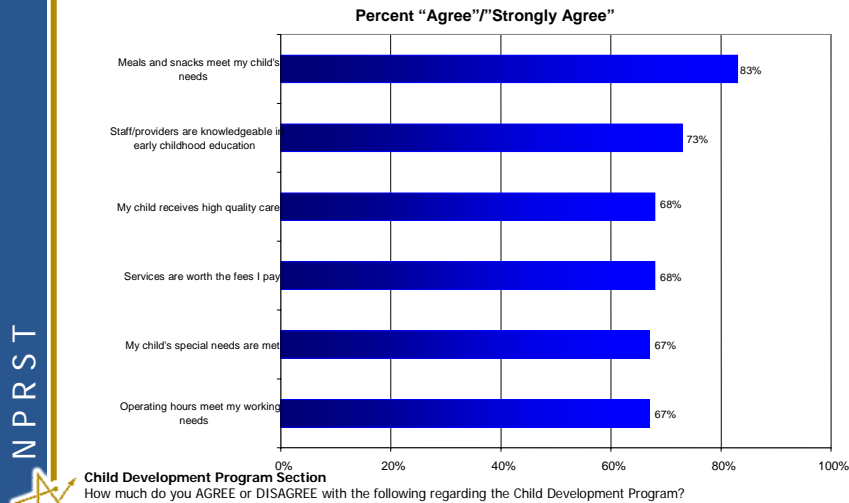
Officer users are again highly satisfied, although some aspects are not as satisfying as 2000. Specifically, employees' ability to rectify errors (8 point decrease) and friendliness of employees (6 percentage point decrease) have declined since 2000.

Attitudes Towards Child Development Program: Enlisted 2003

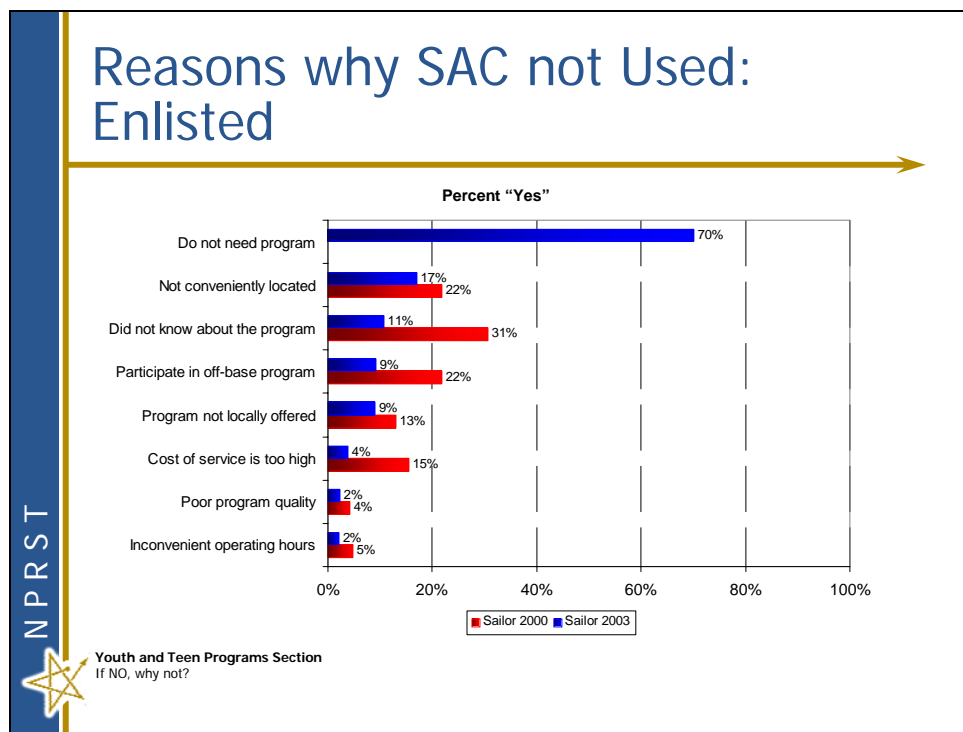


Respondents were asked to rate their agreement with statements about the Child Development Program for the first time in 2003. Enlisted users are very positive, with almost three-fourths or more agreeing with each of the statements.

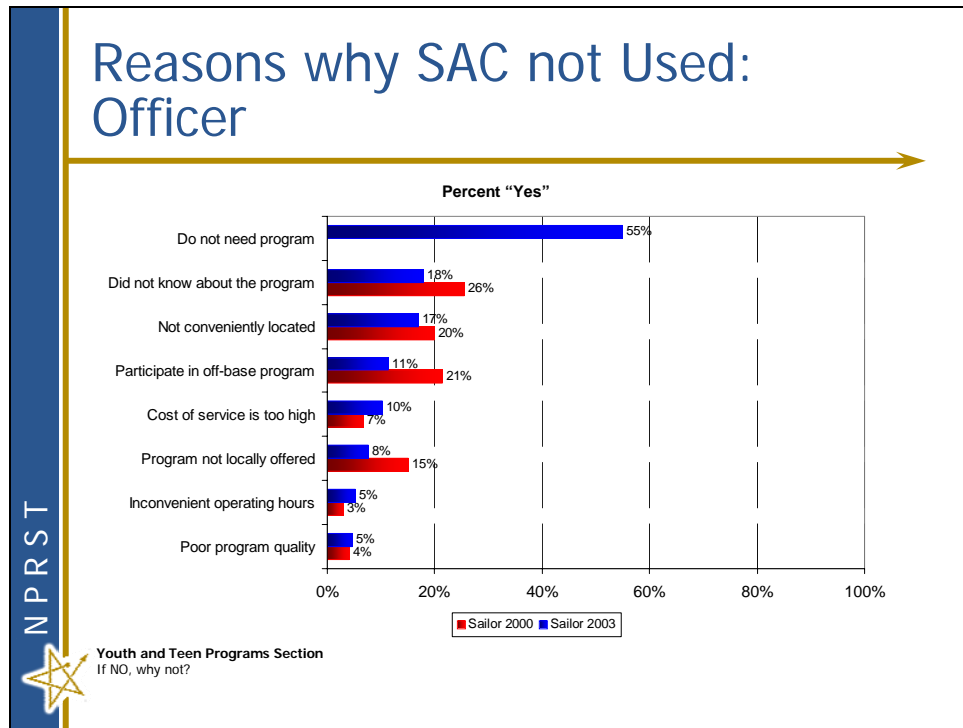
Attitudes Towards Child Development Program: Officers 2003



Officer users generally are slightly less positive on the statements, with two-thirds or more agreeing. For only one statement ("Meals and snacks meet my child's needs") are officers more likely to agree than enlisted are.

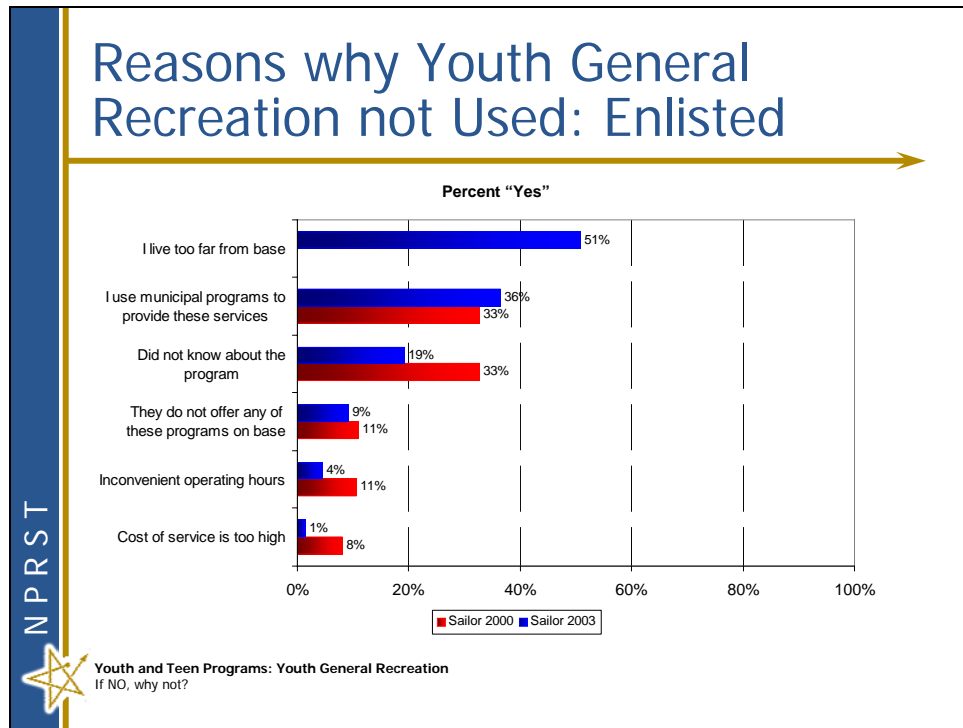


Respondents with children between 6 and 12 years were asked questions about the School Age Care program. The majority of enlisted indicated that they do not use the program because they do not need the program. This option was added in 2003 so there is no comparison to 2000. For those reasons with comparisons available, most decreased by large percentages.

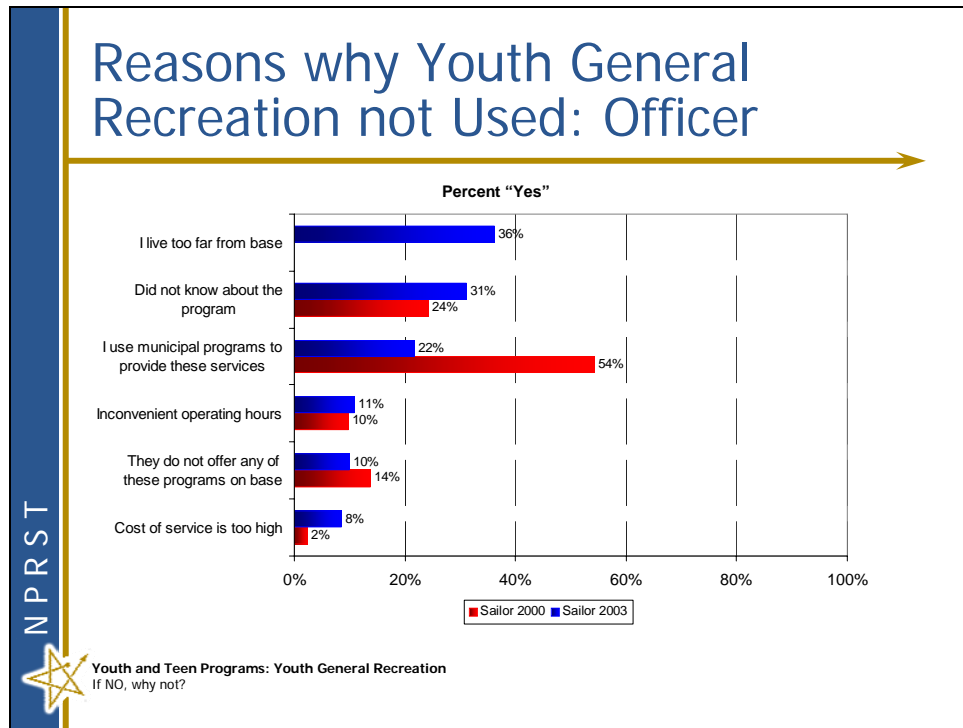


Just over half of the officer non-users indicated that they do not need the program. Only three of the reasons for non-use showed slight increases from 2000; the rest decreased, most with decreases of more than five percentage points.

There were few users of the SAC program who completed the survey, so satisfaction ratings are not presented.



Respondents with children between 6 and 18 years were asked about Youth General Recreation. Those who did not have a child participating in the Navy MWR Youth programs (e.g., sports leagues and clinics, recreational classes, teen programs, open recreation) were asked for all reasons why they did not. For enlisted, over half indicated that they lived too far from base and about one-third indicated that they use municipal programs. Results from 2003 are generally similar to those in 2000, with the exception of those not knowing about the program, which decreased 14 points.



Similar to enlisted, the most common reason officers did not use Youth General Recreation is because they live too far from base, although the percentage (36%) is lower than for enlisted. Findings in 2003 are generally similar to Sailor 2000, with the exception of using municipal programs (32 point decrease) and not knowing about the program (7 point increase).

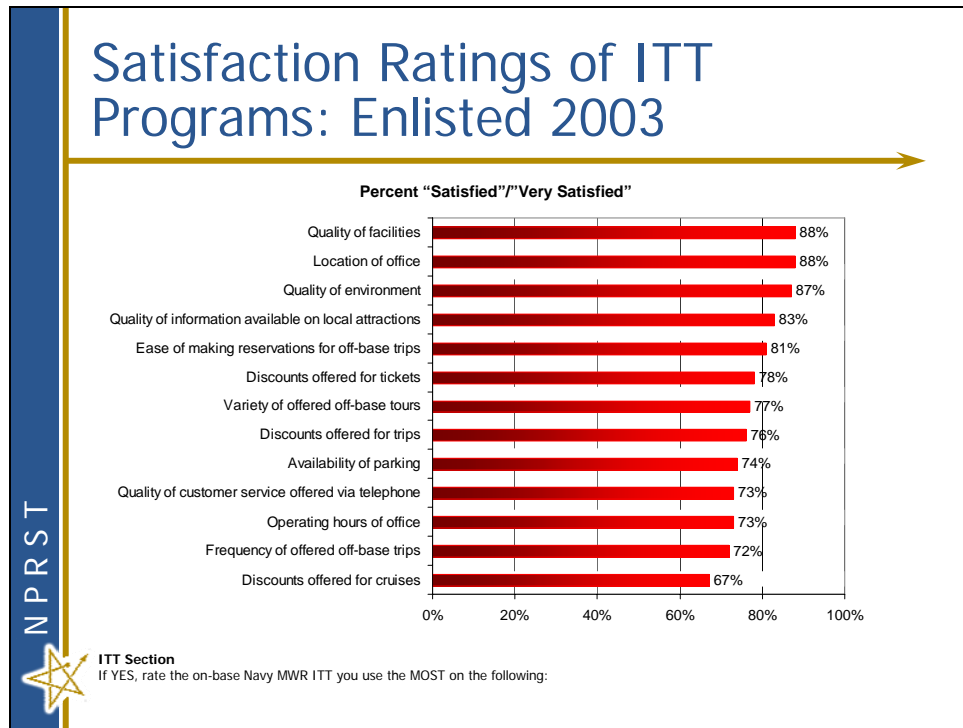
NPRST

ITT Program

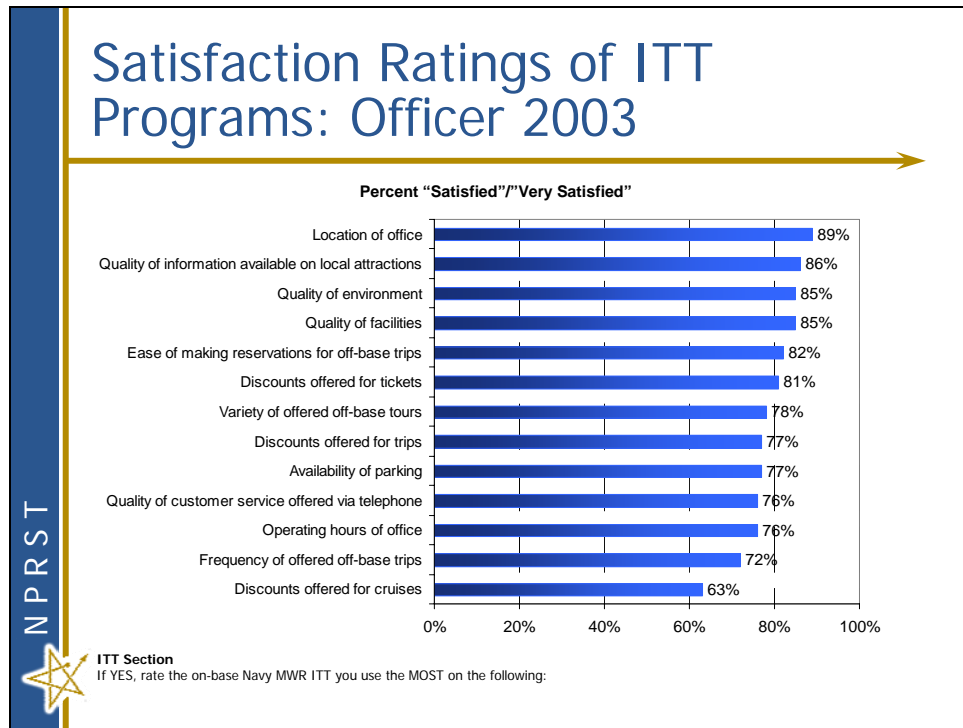
- ITT program used by 52% of enlisted and 70% of officers
- Both enlisted and officers highly satisfied with MWR ITT program
- Both enlisted and officers indicated they were most satisfied with quality of the facility, location of the office, quality of the environment, and quality of information available on local attractions
 - Order differed between enlisted and officer

Information, Tickets, and Travel (ITT) makes reservations/arrangements and provides discounts on airline tickets, cruises, trips, attractions, and rental cars for Sailors and their families. Over half of enlisted and almost three-fourths of officers use the ITT program, and all are highly satisfied with the program.

The ITT program questions are new on the 2003 survey, so no comparisons to previous surveys are shown.



Overall, enlisted were most satisfied with the quality of facilities, location of office, and the quality of environment. The lowest satisfaction level was for discounts offered for cruises, but 67 percent of enlisted were still satisfied.



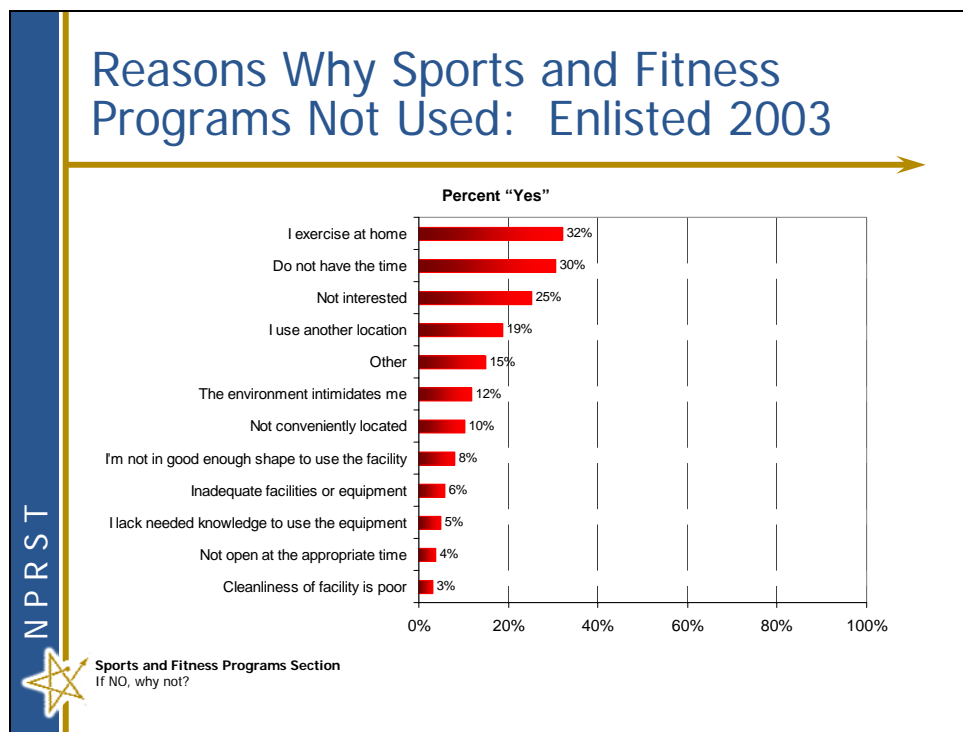
Overall, officers were very satisfied with the location of office, quality of information available on local attractions, and the quality of environment. Satisfaction levels were similar to enlisted, with the lowest satisfaction of 63 percent again being with discounts offered for cruises.

NPRST

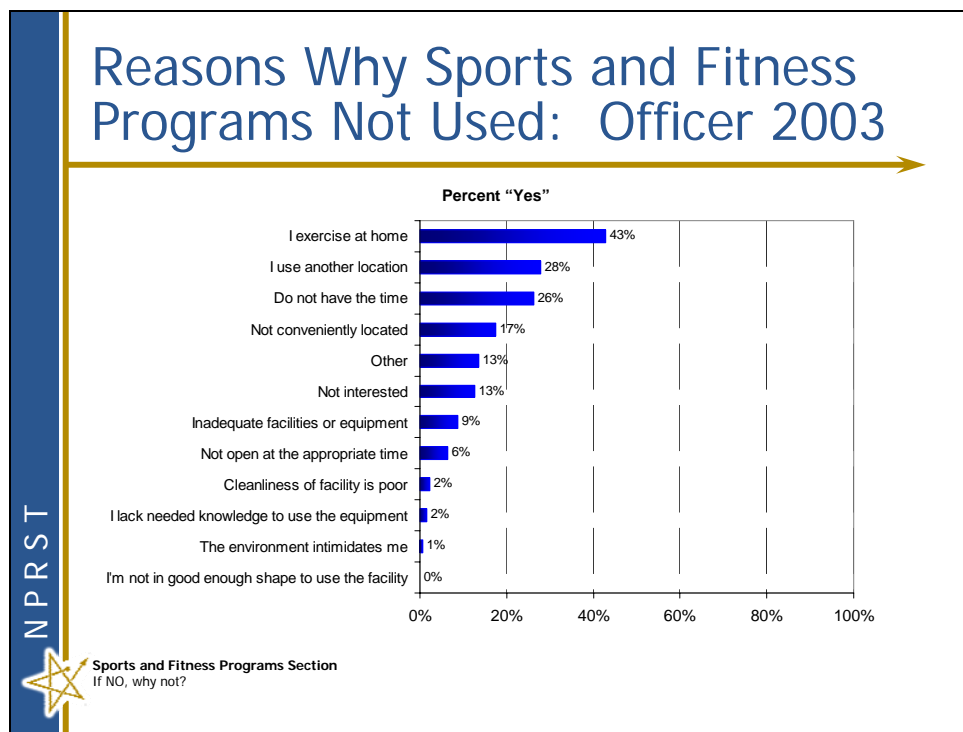
Sports and Fitness Programs

- 84% of enlisted and 87% of officers use fitness programs or facilities at their installation
- Overall, users are satisfied, especially with quality of fitness equipment, selection of fitness equipment, and hours of operation
- Most use the fitness center to keep physically fit and improve health

New questions about Sports and Fitness Programs were added to the 2003 survey, generally dealing with the base fitness center. Most of the Navy uses fitness programs or facilities at their installation and, consistent with other survey findings, most are very satisfied.



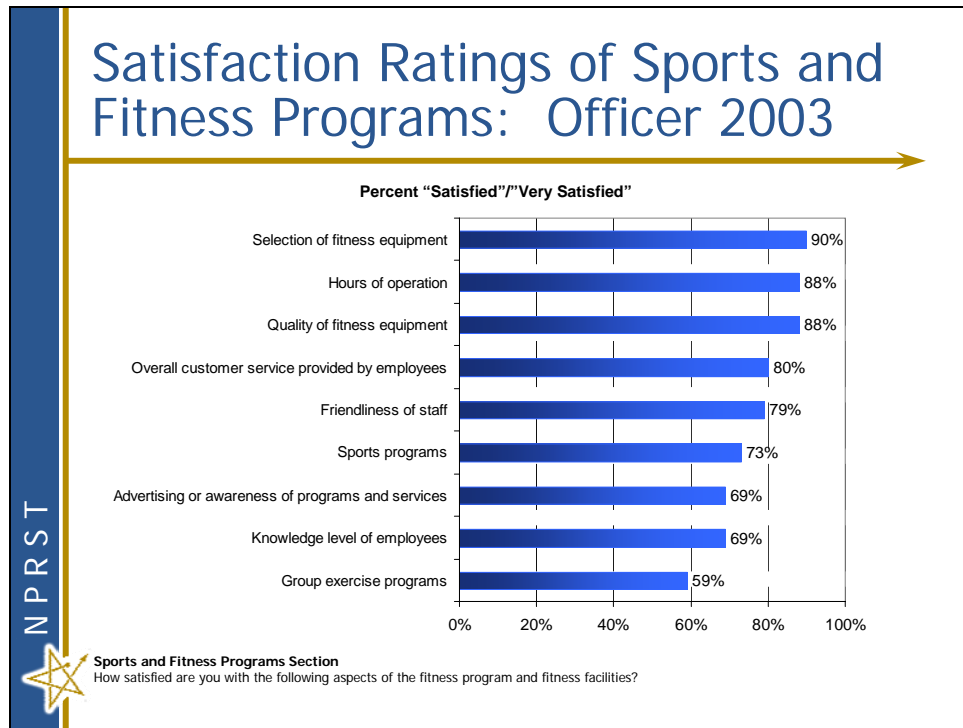
Respondents who do not use Navy Sports and Fitness Programs were asked why they did not. Among enlisted, almost one-third indicated that they exercised at home or that they did not have the time. Few indicated that their reasons for not using the programs related to individual aspects of the facilities such as cleanliness or inadequate equipment.



Percentages for officers are slightly higher than those for enlisted. Exercising at home, using another location to exercise, and not having the time are the top three responses for officers, two of which are in common with enlisted responses.



Enlisted Sailors were most satisfied with the quality and selection of the fitness equipment and the hours of operation, and least satisfied with the group exercise programs and advertising of programs and services. However, even the least satisfying aspect satisfied two-thirds of the respondents.



Officers were most satisfied with the selection of the fitness equipment, hours of operation, and quality of the fitness equipment, the same top satisfiers as for enlisted but in a different order. Least satisfying were the group exercise programs and the knowledge level of employees. While percentages are not as high overall as for enlisted, slightly more than half of all officers are satisfied with all aspects surveyed.

Reasons for Using the Fitness Center

Percent "Yes"		
	Enlisted 2003	Officer 2003
Keep physically fit	94%	97%
Improve health	76%	83%
Stress release	62%	70%
Enjoyment	50%	51%
Fun	44%	39%
Improve job skills	11%	9%
Relaxation	38%	40%
Build self-esteem	37%	25%
Meet people	14%	6%
Sports and Fitness Programs Section Why do you use the fitness center? Note: Multiple responses allowed.		

NPRST



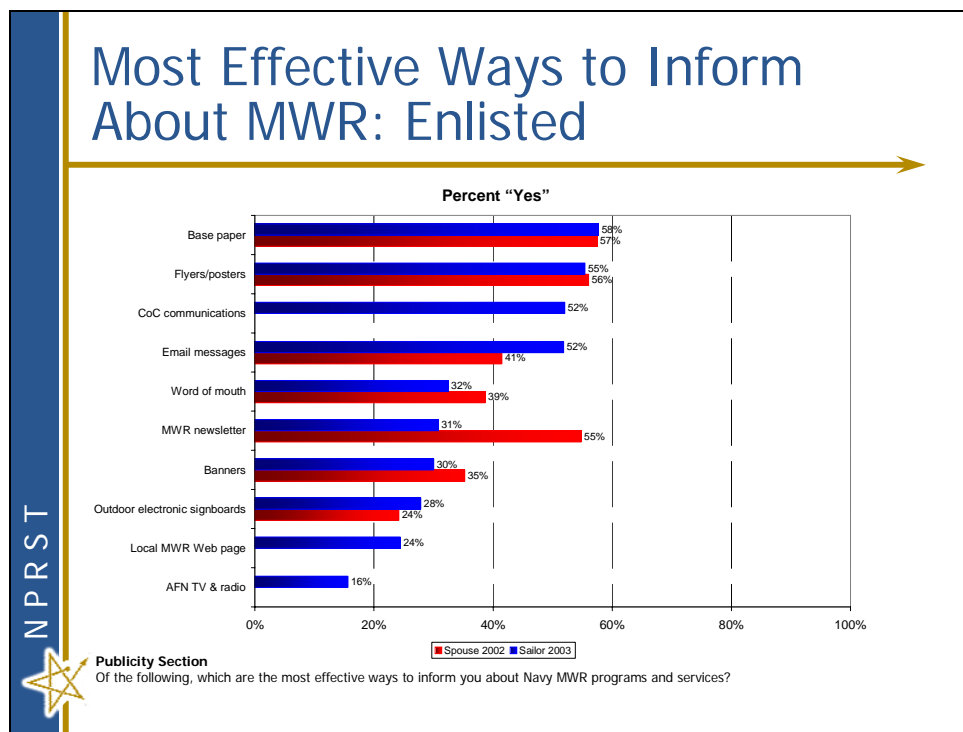
The survey asked for reasons for using the Fitness Center. Not surprisingly, the primary reason for both enlisted and officers is to keep physically fit and the second most common reason was to improve their health. Enlisted reported building self-esteem, meeting people, and fun as reasons for using the Fitness Center at a higher rate than officers, while officers were higher than enlisted for stress release and improve health.

NPRST

MWR Publicity

- Most effective ways to inform Sailors about Navy MWR programs and services are
 - Base paper
 - Flyers/posters
 - Chain of Command communications
 - E-mail messages
 - Word of mouth
- More have seen the MWR website than in 2000

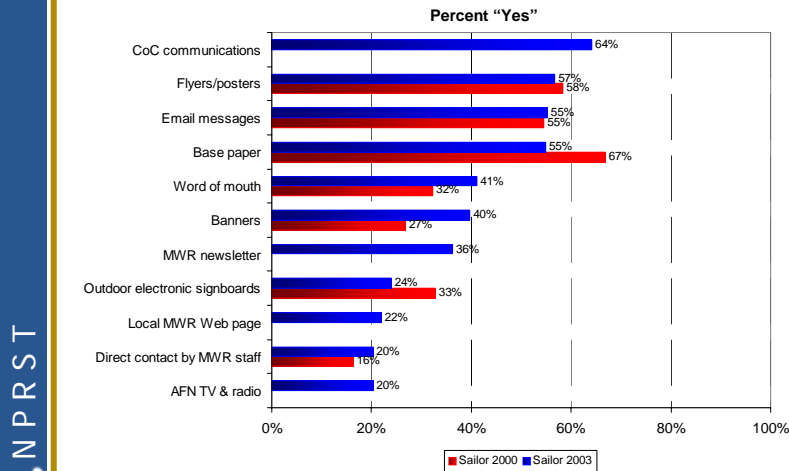
An important component of any program is publicizing its existence. The 2003 survey asked respondents what the most effective ways were to inform them of MWR programs and services. Results indicate a mix of tangible (base paper, flyers/posters, e-mail messages) and intangible (Chain of Command, word of mouth) methods.



Similar to 2000, the two most effective ways to publicize for enlisted are through the base paper and flyers/posters. The new answer choice of Chain of Command communications was third, with over half indicating this as a good option.

The two largest changes when comparing 2003 to 2000 are for e-mail messages and an MWR newsletter; the former increased by 11 points while the latter decreased by 24 points. This may be reflective of a change from paper to electronic communications seen throughout the Navy, and will likely increase in the future.

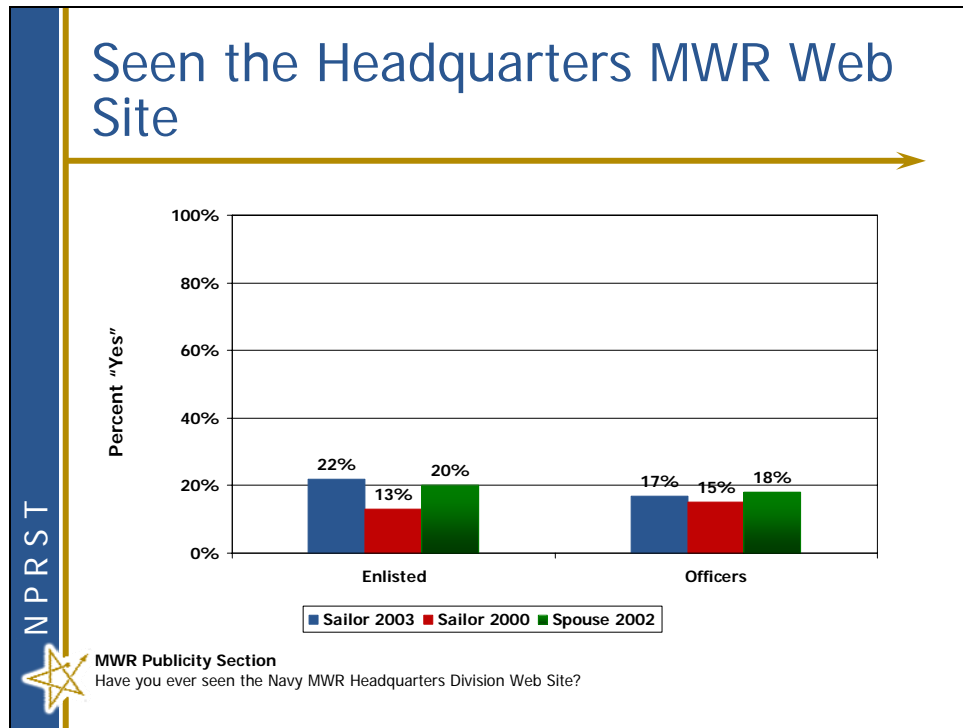
Most Effective Ways to Inform About MWR: Officers



Publicity Section

Of the following, which are the most effective ways to inform you about Navy MWR programs and services?

Results for officers are slightly different from enlisted; two-thirds of officers prefer Chain of Command communications, followed by flyers/posters and e-mail messages. Base paper and outdoor electronic signboards both decreased by more than 10 points when compared to 2000; Word-of-mouth and banners both increased.



The last rating scale question on the survey asked if respondents had ever visited the MWR Headquarters Division website. Results for both enlisted and officers were comparable to the 2000 results; about 20 percent of the Navy has visited the site.

NPRST

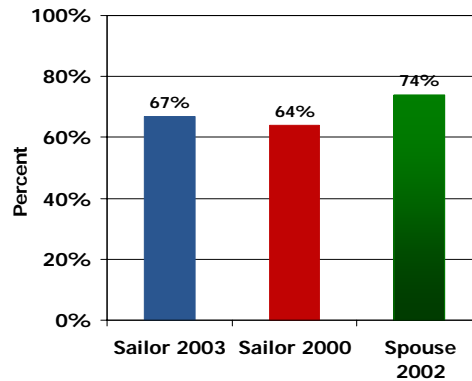
Open-Ended Comments

- 2003 Navy MWR Customer Survey included open-ended items that allowed respondents to provide written comments
 - "What 3 things do you like most about Navy MWR?"
 - "What 3 things do you like least about Navy MWR?"
- All responses read, typed into database
- Content analysis conducted, with comments grouped into 9 key areas

Two open-ended questions were included on the survey, asking respondents to list the three things they liked most and the three they liked least. All responses were typed into a database and content analyzed by two raters to determine key themes. Responses could be grouped into nine key areas.

Respondents Providing Comments

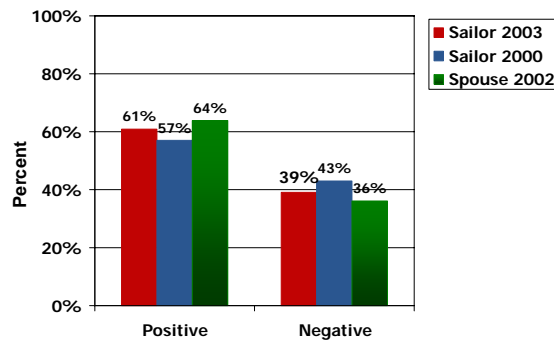
- About 2/3 of all Sailors provided comments – similar to 2000



About two-thirds of respondents provided some comment, even if they did not answer both questions or could not think of three things to write about.

Respondents Providing Comments

- Overall, almost 2/3 of all comments were positive ("Like most") and 1/3 were negative ("Like Least")



The majority of the comments were positive, even though the questions asked for the same number of positives as negatives. This is another indication of the positive feelings that Sailors have for MWR seen throughout the survey.

Distribution of Comments				
	Sailor 2003		Sailor 2000	
	Like Most	Like Least	Like Most	Like Least
More Positive than Negative:				
Facilities/Equipment	32%	21%	26%	18%
Programs/Activities	23%	12%	23%	9%
Kudos/Critiques	19%	7%	16%	9%
More Negative than Positive:				
Hours/Access/Parking	6%	16%	6%	14%
Costs/Money	10%	12%	12%	12%
Publicity	0%	8%	0%	7%
Employees/Customer Service	5%	9%	5%	10%
Miscellaneous	1%	9%	6%	14%
Age/Rank/Family	4%	6%	6%	6%

The nine categories of comments are listed here. The first three had more positives (“like most”) than negatives (“like least”) while the last six had more negatives than positives. Generally, results are similar to the Sailor 2000 results.

NPRST

Facilities/Equipment

- Category includes comments about any facility or equipment in a facility
- Most common type of comment, with almost 1/3 of the positive comments and 1/5 of the negative comments
 - Most common positives were about the fitness center and the gyms
 - Most common negative was a general discussion of facilities/equipment, followed by comments about food and the clubs

Fitness centers. Since I joined the Navy 12 years ago, the quality - quantity of fitness centers and equipment has improved dramatically. I hope it continues. – male, O-4 and above

Shore-based gyms are top-notch facilities that would put most civilian gyms to shame – male, E-7 to E-9

Fitness facilities/equipment/programs. Essential to meeting military fitness requirements and general health and welfare benefits. – female, O-4 and above

Bring in healthier fast food options: like smoothie bars, soup or salad bars, vegetarian options – female, O-1 to O-3

That we are supposed to be physically fit while being fed a 1950s diet – male, O-1 to O-3

Facilities/equipment was the most common positive (32%) and negative (21%) category. Most of the positives focused on the fitness center and the gym, two of the most used MWR facilities/services. The most common negative was a more general discussion of facilities/equipment or comments about food and the Club.

Since the question asked the respondent to “list,” many comments were one or two word answers. Included on these pages are more detailed comments that capture the category in the Sailor’s own words. The top three on this slide (blue) are from the “like most” question while the bottom two (red) are from the “like least” question. In general, the blue comments are positive and the red more negative.

NPRST

Programs/Activities

- Category includes comments about programs such as special events and intramural sports
- Second most common positive and third most common negative comment
 - Most common positive by a large margin was about ITT
 - Most common negative was about ITT

The trips that go out to see ways of life of these people in the country you visit (culture tour). – female, E-4 to E-6

I also think that the shipboard programs are great, while I was on deployment I enjoyed all the tours that were offered and supplements by MWR. – male W-1 to W-5

Computers are nice, and the word free with some of the activities are great - those are the activities I enjoy – female, E-1 to E-3

Lack of access to internet and computers. We need to provide a dedicated space with an ample supply of computers for our Sailors. And, it shouldn't cost them an arm and leg to use it. – male, O-1 to O-3

Programs/activities category includes the individual programs of MWR such as special events and intramural sports. This was the second most common (23%) positive comment and the third most common (12%) negative. ITT was the primary subtopic.

Kudos/Critiques

- Category includes general kudos and complaints about MWR
- Third most common positive comment
 - Most common positive about the variety offered as well as general kudos
 - Most common negative about existence/availability

I feel Navy MWR is vital in the Navy's Mission. MWR gives sailors the opportunity to try different activities and free their minds of the stressful atmosphere at their workplace. – male, E-1 to E-3

Variety - There is something for everyone. As a Navy Leader it is important to be able to refer every sailor to an MWR service that fits their needs. – male, E-7 to E-9

The MWR here is struggling. The base is closing facilities, reducing services and increasing prices. Something eventually has to give. – male, O-4 and above

It seems like everywhere I go the quality of services and variety differ. Many duty stations seem to be lacking and very neglected. – female, E-4 to E-6

NPRST



The third most common positive comments (19%) were general kudos to MWR. Included in this group were overall complaints about MWR (7%). Most positives dealt with the variety while the complaints dealt with the non-existence of MWR.

NPRST

Hours/Access/Parking

- Category includes comments about convenience of facilities/services
- More negative comments than positive comments
 - Most common negative by a great deal was about hours facilities were open
 - Most common positive was about location

Convenience - MWR is everywhere I am sent. MWR is especially important on-board ship and overseas. I use a wider variety of services when stationed overseas. – male, E-7 to E-9

Facilities not available/accessible at times that are convenient to customers. Facilities are closing when most military personnel and dependents are getting off work/school. Most military personnel live in this area and facilities are not available on weekends. – male, E-7 to E-9

The hours/access/parking category focused on convenience of MWR. There were more negative comments (16%) than positive (6%) comments. Negatives tended to discuss hours that facilities were open while most positives commented on the location of the facilities.

NPRST

Costs/Money

- Category includes comments about the cost of facilities/services and funding provided
- Slightly more negative than positive comments
- Negative comments mentioned cuts in funding, increased costs, or costs for services that respondents thought should be free

Value-I don't always get a polished, professional service of facility but considering what I pay I always feel as though I get a good value for money. – male, E7-E9

Cost-MWR seems to be in the business of making money. Many functions/parties are occurring off base because base facilities are too expensive to rent and they won't discount food/drinks for high volume orders – male, E7-E9

Lack of funding for the program. With the upcoming FY04 budget cuts, our MWR programs are being reduced by 50%. This will have a major impact on the quality of life for all. It is extremely difficult for a commanding officer to meet the demands and requirements without adequate funding. The station's equipment, personnel, along with morale will quickly deteriorate. - female, O4 and above

Any comments about money were grouped into costs/money; this includes any comments about funding as well as out-of-pocket expenses. There were a few more negatives (12%) than positives (10%). Negatives tended to focus on cuts in funding and costs that Sailors had to pay.

NPRST


Publicity

- Category includes comments about publicity of MWR functions/services
 - Very few positive comments about publicity
 - Negative comments include information about MWR not getting out or being received too late

Navy. . .should have programs and services mailed out to the homes of all active personnel. Flyers/posters/packages etc,...This does not happen and it should happen, this is my only dislike of MWR. – male, E-4 to E-6
I know many people participate with MWR, but I do not know much about it. I've been in the Navy for one year, live about 25 minutes from base, and know very little about MWR and what it offers. I probably learned more filling out this survey than I have since joining the Navy. – male, O-1 to O-3
Need even better publicity - sometimes you don't find out about an event/activity until it's too late and the only flyers are at the MWR facility - Get the word out to commands. – female, O-4 and above

There were essentially no positives (0%) about MWR publicity while 10 percent wrote negative comments. This suggests that publicity is an area where there is some room for improvement. Most negatives focused on not getting information or getting information after an event had already occurred.

N
P
R
S
T



Summary

- Survey results indicate that Navy personnel continue to have very positive perceptions of all aspects of Navy MWR
 - 2003 results similar to or better than positive findings obtained on 2000 Sailor and 2002 Spouse surveys
- As in the past, ITT, Fitness Center, and Gym were the three most important MWR facilities/services, while Fitness Center, Fast Food, Gym, and ITT were again the most used facilities/services for Sailors
 - Increase in use of Computers/Internet

Overall, results of the 2003 MWR Customer Assessment Survey were very positive; Navy personnel continue to have positive perceptions of MWR, in some cases more positive than previous administrations. While some of the positive responses in 2003 may be attributable to a “post-9/11 effect” seen on other Navy and military personnel surveys, the basic pattern of the 2003 results is one where there is some improvement over an already positive scenario. Thus, it is likely that the positive views of MWR in 2003 represent a real rather than temporal phenomenon.

As previous results show, ITT, Fitness Center, and Gym were the three most important facilities/services while Fitness Center, Fast Food, Gym, and ITT were the most used.

NPRST

Summary (continued)

- Sailors continue to have positive views of MWR Quality with customer service ratings, although very favorable, remaining the least positive among the quality items
- Satisfaction with MWR remains high; about 80% or higher say they are satisfied with MWR facilities and services and would recommend them to others
- MWR is important to key outcomes, particularly fun and physical fitness, and are seen as more important than in 2000 as a benefit considered when deciding to remain in the Navy

The overall MWR quality ratings are still very high, although customer service was the least positive.

Most respondents are satisfied with MWR and would recommend MWR to others.

A few questions focused on outcomes from use of MWR; respondents indicated that MWR is important for fun and physical fitness, and more than in 2000 see MWR as a benefit they consider when deciding to remain in the Navy.

NPRST


Summary (continued)

- Movies, tickets and tours, E-mail access, and Shipboard recreational activities are the most satisfying aspects of Afloat MWR
- When asked what would increase their use of Navy MWR Food and Beverage/Club or Entertainment services, enlisted most often chose lower price and better variety while officers chose healthier food alternatives
- Satisfaction with Auto Skills Center and Single Sailor program is higher than the positive satisfaction ratings found in 2000
- Users of ITT, Sport & Fitness, Child Development and Youth & Teen programs are all highly satisfied with these programs

Sections of the survey focused on specific programs. For those recently or currently serving afloat, movies, tickets and tours, e-mail access, and shipboard recreational activities are the most satisfying.

Respondents indicated that their usage of Food and Beverage/Club or Entertainment services would increase if prices were lower or better variety were offered (enlisted), or healthier food were available (officers).

Satisfaction with the Auto Skills Center and Single Sailor program is higher than found in 2000. Users of ITT, Sports and Fitness, Child Development, and Youth and Teen programs are all highly satisfied as well.

Summary (continued)

- Analysis of comments supports main survey findings
 - Facilities/Equipment, Programs/Activities, and Kudos for MWR received the highest percentages of favorable comments
 - Hours/Access/Parking and Publicity remain areas for improvement based on their higher percentages of negative to positive comments in this and previous surveys

NPRST



Analyses of the open-ended comments supported the findings of the main survey. Facilities/Equipment, Programs/Activities, and Kudos were the most common positives while Hours/Access/Parking and Publicity remain areas for improvement.

NPRST

Recommendations

- Provide feedback to those in the sample as well as the Fleet in general
 - Send letter to those in sample
 - Post on MWR Web site
 - Publish Navy Times article

In order to indicate to respondents that their voices were heard, the key recommendation is to get the word back out to those in the sample as well as the Fleet in general. Possible ways to do this include sending a letter specifically to those originally requested to take the survey, posting results on Navy websites including the MWR website, and publishing a *Navy Times* article focusing on results.

While the results of the survey were briefed to the sponsors and released in 2004, the other recommendations listed above were not implemented due to the transition of control of the execution of MWR programs and policies from the Chief of Naval Personnel to the Commander, Naval Installations. Now that this transition has successfully occurred, and development of MWR policy and oversight has remained with the Chief of Naval Personnel, it is anticipated that more widespread distribution of the findings and feedback to survey respondents will occur on future MWR surveys as it has in the past.

Appendix A: 2003 Navy MWR Survey



Chief of Naval Personnel Washington, DC



Navy Morale, Welfare and Recreation (MWR) Customer Survey 2003



Dear Survey Participant,

This Navy Morale, Welfare and Recreation (MWR) Customer Survey will provide Navy leadership with information on your attitudes and opinions of MWR. This information will be used to aid in decision making on MWR issues that affect you and other Navy personnel.

MWR programs provide active-duty, reserve and retired Navy personnel and their families with sports and physical fitness activities, child development and youth programs, and a variety of food and beverage services. Programs not a part of MWR include the Exchange, the Commissary, the Navy College Program (such as tuition assistance), and the Fleet and Family Support Programs. This survey focuses only on Navy MWR programs.

As a small token of appreciation, we have enclosed five MWR bucks (\$5). They may be used at any MWR recreational activity for any product or service, excluding food, drinks, and tobacco products. Simply give them to the cashier at time of payment.

This survey is being conducted by the Institute for Organizational Assessment (PERS-14), at the Navy Personnel Research, Studies, and Technology Department (NPRST) of the Navy Personnel Command. If you have any questions, please call or email:

Dr. Paul Rosenfeld
(703) 695-2850 or DSN 225-2850
paul.rosenfeld@navy.mil

Zannette Uriell
(901) 874-4641 or DSN 882-4641
zannette.uriell@navy.mil

Thank you VERY much for your opinions!

MARKING INSTRUCTIONS

- USE NO. 2 PENCIL ONLY.
- Do NOT use ink, ballpoint or felt tip pens.
- Erase cleanly and completely any changes you make.
- Make black marks that fill the circle.
- When applicable, write the numbers in the boxes at the top of the block.
- Do NOT make stray marks on this form.
- Do NOT fold, tear, or mutilate this form.



CORRECT: ●

INCORRECT: ✓ ✗ ○ ●

PRIVACY NOTICE

Public Law 93-579, called the Privacy Act of 1974, requires that you be informed of the purpose of this survey and of the uses to be made of the information collected.

AUTHORITY: The Navy Personnel Research, Studies, and Technology Department may collect the information requested in this survey under the authority of Title 5, U.S., Code 301, and Title 10, U.S. Codes 3051 and 3052, and Executive Order 9397. License to administer this survey is granted under OPNAV Report Control Symbol 7548-3, which expires 31 July 2006.

PRINCIPAL PURPOSE: The information collected in this survey will be used to evaluate existing and proposed policies, procedures, and programs in the Navy. The data will be analyzed and maintained by the Navy Personnel Research, Studies, and Technology Department.

ROUTINE USES: None.

CONFIDENTIALITY: All responses will be held in confidence. The information you provide will be considered only when statistically combined with the responses of others, and will not be identified to any single individual.

PARTICIPATION: Providing information is completely voluntary. Failure to respond to any questions will not result in any penalties except lack of your opinions in the survey results.

BACKGROUND

1. Are you: (Choose one)

- ☐ Enlisted
☐ Officer

2. What is your paygroup?

- ☐ E1-E3
☐ E4-E6
☐ E7-E9
☐ W1-W5
☐ O1-O3
☐ O4 and above

3. What was your age on your last birthday?

AGE	
0	0
1	1
2	2
3	3
4	4
5	5
6	6
	7
	8
	9

4. Where do you live now?

- ☐ On-base - ship/submarine
☐ On-base - BQ/Military Housing
☐ Off-base

5. Do you have access to transportation to MWR facilities?

- ☐ Yes
☐ No

6. Are you:

- ☐ Male
☐ Female

Questions 7 - 8 are based on the standard Navy race and ethnicity categories.

7. Are you of Spanish/Hispanic/Latino origin?

- ☐ Yes
☐ No

8. What is your racial background? (Mark one or more races.)

- ☐ American Indian or Alaska Native
☐ Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
☐ Black or African-American
☐ Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian)
☐ White

9. My current duty station is:

- ☐ Northeast US
☐ Mid-Atlantic US
☐ Southeast/Gulf Coast US
☐ West Coast US (California)
☐ Southwest US (e.g., Arizona, Nevada)
☐ Northwest US (e.g., Washington, Oregon)
☐ Heartland (non-coastal US)
☐ Hawaii
☐ Japan/Far East
☐ Europe/Middle East
☐ Other

10. What is your current marital status?

- ☐ Married
☐ Single

11. Where do you MOST use Navy MWR facilities and services?

- ☐ Aboard afloat unit
☐ At shore station

12. Do you plan to remain in the Navy at your next decision point?

- ☐ Yes
☐ No
☐ Not sure

13. Do you plan to remain in the Navy until you can retire?

- ☐ Yes
☐ No
☐ Not sure

63
62
61
60
59
58
57
56
55
54
53
52
51
50
49
48
47
46
45
44
43
42
41
40
39
38
37
36
35
34
33
32
31
30
29
28
27
26
25
24
23
22
21
20
19
18
17
16
15
14
13
12
11
10
9
8
7
6
5
4
3
2
1

14. How long have you been at your current duty station?

- ☐ Less than 6 months
☐ 6 months to less than 12 months
☐ 12 months to less than 18 months
☐ 18 months to less than 24 months
☐ 24 months to less than 36 months
☐ 36 months or more

Importance of Navy MWR Facilities/Services

15. For each item listed, rate its importance to you.

	Very Unimportant	Unimportant	Neither Unimportant nor Important	Important	Very Important
a. Auto skills center (e.g., do-it-yourself vehicle repair)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Books/Magazines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Bowling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Catering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Child development programs (e.g., child development homes, centers, referral services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Coffeehouse/café	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Computers/Internet service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Crafts and hobby programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Fast food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Fitness Center (e.g., weight training, cardiovascular equipment, aerobics classes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Game room/amusement machines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Golf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Gym (e.g., basketball, volleyball, racquetball)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Intramural sports (e.g., Captain's Cup, base leagues)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. ITT (e.g., tickets, off-base trips, entertainment info)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Lap swimming pool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. Library Media Resource Center (e.g., computers, Internet)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. Library services (traditional book check-out)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. Lounge/Bar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
t. Lunch service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
u. Marina services (e.g., slip rental, pro shop)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
v. On-base movies/theatres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
w. Outdoor activities (e.g., hiking, biking, rafting, skiing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
x. Outdoor recreation areas (e.g., campgrounds, picnic areas, beach, RV parks, cabins)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
y. Outdoor recreation equipment rental (e.g., camping gear)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
z. Playing fields (e.g., softball, soccer, tennis courts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aa. Recreation Center facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
bb. Recreational swimming pool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
cc. Shipboard fitness programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
dd. Shipboard movies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ee. Shipboard recreation programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ff. Single Sailor/Liberty program (e.g., off-base trips, special events, tournaments)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
gg. Special events (e.g., concerts, festivals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
hh. Youth recreation program (e.g., school-age care, daycamps, sports, and pre-teen/teen activities)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Use of Navy MWR Facilities/Service

16. Indicate whether or not you regularly use each facility/service listed.

	Yes	No	Not Available
a. Auto skills center (e.g., do-it-yourself vehicle repair)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Books/Magazines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Bowling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Catering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Child development programs (e.g., child development homes, centers, referral services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Coffeehouse/café	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Computers/Internet service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Crafts and hobby programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Fast food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Fitness Center (e.g., weight training, cardiovascular equipment, aerobics classes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Game room/amusement machines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Golf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Gym (e.g., basketball, volleyball, racquetball)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Intramural sports (e.g., Captain's Cup, base leagues)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. ITT (e.g., tickets, off-base trips, entertainment info)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Lap swimming pool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. Library Media Resource Center (e.g., computers, Internet)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. Library services (traditional book check-out)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. Lounge/Bar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
t. Lunch service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
u. Marina services (e.g., slip rental, pro shop)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
v. On-base movies/theatres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
w. Outdoor activities (e.g., hiking, biking, rafting, skiing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
x. Outdoor recreation areas (e.g., campgrounds, picnic areas, beach, RV parks, cabins)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
y. Outdoor recreation equipment rental (e.g., camping gear)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
z. Playing fields (e.g., softball, soccer, tennis courts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aa. Recreation Center facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
bb. Recreational swimming pool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
cc. Shipboard fitness programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
dd. Shipboard movies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ee. Shipboard recreation programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ff. Single Sailor/Liberty program (e.g., off-base trips, special events, tournaments)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
gg. Special events (e.g., concerts, festivals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
hh. Youth recreation program (e.g., school-age care, daycamps, sports, and pre-teen/teen activities)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CUSTOMER FEEDBACK

	Yes	No	Don't Know/NA
17. Have you directly given an MWR employee feedback on needed improvements?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Have you seen any changes based on feedback you have provided to MWR staff?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

QUALITY OF MWR

19. Overall how would you rate...

	Much worse than expected	Worse than expected	As expected	Better than expected	Much better than expected	Don't Know/NA
a. Navy MWR facilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Navy MWR equipment?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Navy MWR services?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Navy MWR programs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Navy MWR customer service?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SATISFICATION WITH MWR

How much do you **AGREE** or **DISAGREE** with the following statements?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know/NA
20. I am satisfied with the Navy's MWR facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. I am satisfied with the Navy's MWR services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. I will continue to use the Navy's MWR facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I will continue to use the Navy's MWR services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. I would recommend the Navy's MWR facilities to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I would recommend the Navy's MWR services to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Navy MWR services are worth the fees I pay.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Navy MWR improves the quality of life for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Navy MWR improves the quality of life for my family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

MWR CONTRIBUTIONS TO OUTCOMES

How much do you **AGREE** or **DISAGREE** with the following statements?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know/NA
29. MWR programs contribute to my physical fitness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. MWR programs contribute to my readiness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. MWR programs contribute to unit cohesion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. MWR programs help me manage stress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. MWR programs give me an opportunity for fun.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. MWR programs are a benefit I consider when deciding whether to remain in the Navy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. MWR family support programs allow me to be more productive at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. MWR family support programs help my child(ren) adjust to military life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

AFLOAT MWR

37. In the last 3 years, have you served aboard an afloat unit?

- ☐ Yes
☐ No → (Skip to Food and Beverage/Entertainment section, question 39)

38. How satisfied are you with the following aspects of afloat MWR?

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied	Don't Know/NA
a. Quantity of fitness equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Quality of fitness equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Fitness programs (e.g., group exercise classes, fun runs, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Sports programs and events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Email access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Computer access for games, personal use, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Entertainment (e.g., concerts, cheerleaders, comedians)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Tickets and tours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Shipboard recreational activities (e.g., steel beach picnic, games)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Handheld computer games	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Movies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FOOD AND BEVERAGE/ ENTERTAINMENT

39. Have you used Navy MWR Food and Beverage/Club or Entertainment services in the last year?

- ☐ Yes → (skip to Question 41)
☐ No

40. If NO, why not? (Mark ALL that apply.)

- ☐ Cost
☐ Poor quality
☐ Poor customer service
☐ Not convenient
☐ Not interested
☐ I don't have free time
☐ Want to escape the military environment
☐ Other

Skip to Outdoor Recreation section, question 48.

41. If YES, which of the following have you visited in the past year? (Mark ALL that apply.)

- ☐ Full service bar in a Club
☐ Full service restaurant in a Club
☐ Bowling center snack bar
☐ Golf course snack bar
☐ MWR branded concept (e.g., A&W, Hot Stuff Pizza, Noble Romans)
☐ Recreation center food court
☐ Other

42. Of the following, which would increase your usage of Navy MWR Food and Beverage/Club or Entertainment services? (Mark ALL that apply.)

- ☐ Healthier food alternatives
☐ More convenient location
☐ Better food quality
☐ Lower price
☐ Better variety
☐ More hours of operation
☐ Friendlier staff
☐ More timeliness in providing service
☐ Better atmosphere of facility
☐ Better entertainment
☐ No changes would increase my usage

63
62
61
60
59
58
57
56
55
54
53
52
51
50
49
48
47
46
45
44
43
42
41
40
39
38
37
36
35
34
33
32
31
30
29
28
27
26
25
24
23
22
21
20
19
18
17
16
15
14
13
12
11
10
9
8
7
6
5
4
3
2
1

43. If you were to use an MWR Club facility, what types of entertainment opportunities would you participate in? (Mark ALL that you would participate in.)

- ☐ Watch movies
- ☐ Watch sporting events
- ☐ Play interactive trivia games
- ☐ Play interactive sports games
- ☐ Play electronic video games
- ☐ Watch/dance to a band
- ☐ Watch/dance to a Disc Jockey/Video Jockey
- ☐ Watch/participate in variety shows, comedians, hypnotist, etc.
- ☐ Participate/watch Karaoke
- ☐ Tournaments – Pool, Darts, Foosball, Shuffleboard

44. What live entertainment programs would you like to see on your base? (Mark ALL that apply.)

- ☐ Live bands
- ☐ Comedians
- ☐ Sports stars (pro athletes)
- ☐ Celebrities (TV and movie personalities)
- ☐ Professional speakers

45. Indicate the types of concerts you would attend if offered at your base. (Mark ALL that apply.)

- ☐ Classic Rock
- ☐ Hip Hop/R&B
- ☐ Country
- ☐ Alternative/Techno
- ☐ Retro
- ☐ Blues
- ☐ Jazz
- ☐ Top 40
- ☐ Reggae
- ☐ Other
- ☐ None

46. When visiting an MWR Food and Beverage location, what do you expect to spend per person for each of the following categories?

Breakfast

- ☐ \$2-2.99
- ☐ \$3-3.99
- ☐ \$4-4.99
- ☐ \$5+
- ☐ Don't know

Lunch

- ☐ \$3-3.99
- ☐ \$4-4.99
- ☐ \$5-5.99
- ☐ \$6-6.99
- ☐ \$7+
- ☐ Don't know

Dinner

- ☐ \$6-6.99
- ☐ \$7-7.99
- ☐ \$8-8.99
- ☐ \$9+
- ☐ Don't know

Casual Dining

- ☐ \$8-9.99
- ☐ \$10-11.99
- ☐ \$12-13.99
- ☐ \$14+
- ☐ Don't know

47. How has the implementation of the ban on smoking in government buildings (Executive Order 13058) affected your usage of MWR Food and Beverage facilities?

- ☐ Decreased significantly
- ☐ Decreased slightly
- ☐ Remained the same
- ☐ Increased slightly
- ☐ Increased significantly

OUTDOOR RECREATION

48. Of the following, what do you consider to be important components of a Navy MWR outdoor recreation program? (Mark **ALL** that apply.)

- ☐ Rentals: High quality specialized outdoor gear rentals
- ☐ Retail Sales: High quality, specialized outdoor gear not found at the NEX or discount stores
- ☐ Repairs: Repair services for equipment, such as bikes, skis, and snowboards
- ☐ Education and Skill Instruction: Instruction in outdoor skills, leadership, concepts, and safety
- ☐ Trips: Challenging outings, activities and programs to enhance learning, personal improvement, and physical fitness
- ☐ Competitions: Competitions held in an outdoor environment using outdoor adventure skills
- ☐ Information and Resources: Information and advice on all local outdoor activities, areas, instruction, and available gear

49. Which of the following activities would you participate in if it were offered as part of the Navy MWR Outdoor Recreation program? (Mark **ALL** that apply.)

- ☐ Rafting
- ☐ Canoeing
- ☐ Sea kayaking
- ☐ Surfing
- ☐ SCUBA
- ☐ Fishing
- ☐ Backpacking
- ☐ Mountain biking
- ☐ Rock climbing
- ☐ Climbing gym
- ☐ Mountaineering
- ☐ Survival skills
- ☐ Ropes course/Challenge course
- ☐ Snow skiing
- ☐ Snowboarding
- ☐ Snowshoeing
- ☐ Environmental education

AUTO SKILLS CENTER

50. Have you used a Navy Auto Skills Center in the last year?

- ☐ Yes → (Skip to Question 52)
- ☐ No

51. If NO, why not? (Mark **ALL** that apply.)

- ☐ Don't own a car
- ☐ Don't know about the program
- ☐ Not conveniently located
- ☐ Too expensive
- ☐ Poor quality of service
- ☐ Poor quality of tools/equipment
- ☐ Inconvenient operating hours
- ☐ Don't have free time
- ☐ Too crowded
- ☐ Not skilled enough to do it myself
- ☐ Prefer to pay a professional
- ☐ Not interested
- ☐ Other

Skip to Single Sailor Recreation/Liberty section, question 53.

52. How satisfied are you with the following aspects of the Auto Skills Center?

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied	Don't Know/NA
a. Variety of equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Availability of equipment/facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Maintenance of equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Condition of equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Hours of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Quality of classes/instruction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Variety of classes/instruction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Availability of classes/instruction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Availability of bay/work space equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Knowledge level of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Friendliness of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Competence of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Advertising of programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Overall customer service provided by employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SINGLE SAILOR RECREATION/LIBERTY

53. Have you used a Single Sailor Recreation/Liberty program in the last year?

- ☐ Yes → (skip to question 55)
☐ No

54. If NO, why not? (Mark ALL that apply.)

- ☐ Not eligible
☐ Program not offered locally
☐ Did not know about the program
☐ Not conveniently located
☐ Inconvenient operating hours
☐ Cost of on-base activities too high
☐ Poor variety of trips/tours
☐ Poor variety of events/activities
☐ Unavailability of trips
☐ Cost of trips too high
☐ Unavailability of Internet service
☐ Poor condition of equipment
☐ Involved in other activities (sports, college, etc.)
☐ I don't have free time
☐ Other

Skip to Child Development Program section, question 56.

55. How satisfied are you with the following aspects of the Single Sailor Recreation/Liberty Program?

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied	Don't Know/NA
a. Location of the program office/center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Ease of making reservations for off-base trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Availability of off-base trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Variety of off-base trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Operating hours of the program office/center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Cost of activities provided within the Single Sailor Recreation/Liberty center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Cost of off-base trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Atmosphere of the Single Sailor Recreation/Liberty center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CHILD DEVELOPMENT PROGRAM

The Navy child development program includes child development centers, child development homes, and referral services to other accredited programs.

56. Do you have any children in your household?

- ☐ Yes
☐ No → (skip to MWR ITT section, question 73)

57. Do you have any children between the ages of 6 weeks and 5 years?

- ☐ Yes
☐ No → (skip to Youth and Teen Programs section, question 63)

58. Do you have any children (ages 6 weeks to 5 years) enrolled in any Navy child development program(s)?

- ☐ Yes → (skip to question 60)
☐ No

59. If NO, why not? (Mark ALL that apply.)

- ☐ Do not need program
- ☐ Did not know about program
- ☐ Inconvenient operating hours
- ☐ Cost of service is too high
- ☐ Not conveniently located
- ☐ Poor program quality
- ☐ Participate in off-base program
- ☐ Program not offered locally
- ☐ Waiting list too long

Skip to Youth and Teen Programs section, question 63.

60. Which program(s) is your child or children enrolled in? (Mark ALL that apply.)

- ☐ Child development center
- ☐ Child development home (on base, in home care)
- ☐ Child development home (off base, in home care)
- ☐ Don't know

61. How satisfied are you with the following aspects of the Child Development Program?

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied	Don't Know/NA
a. Condition of the center/home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Procedures for getting my child enrolled into the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. My child's orientation into the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. My orientation into the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. The types of activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Parent advisory board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Open communication between parents and staff/providers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Availability of child care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Availability of hourly care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Employees' knowledge of operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Staff to child ratios	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Friendliness of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Employees' ability to rectify errors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Overall atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Overall customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

62. How much do you AGREE or DISAGREE with the following regarding the Child Development Program?

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know/NA
a. Services are worth the fees I pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Operating hours meet my working needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. My child receives high quality care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Staff/providers are knowledgeable in early childhood education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. My child's special needs are met	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Meals and snacks meet my child's needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

YOUTH AND TEEN PROGRAMS

School-Age Care: Grades K-6

63. Do you have any children between the ages of 6 and 12 years?

- ☐ Yes
- ☐ No → (skip to question 68)

64. Do you have any children (ages 6 to 12 years) who participate in the School-Age Care (SAC) program (before and after school program)?

- ☐ Yes → (skip to question 66)
- ☐ No

65. If NO, why not? (Mark ALL that apply.)

- ☐ Do not need program
- ☐ Did not know about program
- ☐ Inconvenient operating hours
- ☐ Cost of service is too high
- ☐ Not conveniently located
- ☐ Poor program quality
- ☐ Participate in off-base program
- ☐ Program not offered locally

Skip to question 68.

66. If YES, which program(s) does your child or children participate in? (Mark ALL that apply.)

- ☐ School-Age Care (SAC)
☐ Summer or Holiday Camps

67. If your child participates in the Navy School-Age Care (SAC) program, how satisfied are you with the following aspects?

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied	Don't Know/NA
a. Hours available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Value of services for fees I pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Variety of programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Procedures for getting my child enrolled in the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Condition of the facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Open communication between parents and staff/providers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Staff's knowledge of School-Age Care children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Employee's knowledge of program operations and information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Friendliness of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Staff to child ratios	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Overall customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Youth General Recreation: Ages 6-18

68. Do you have any children between the ages of 6 and 18 years?

- ☐ Yes → (continue)
☐ No → (skip to MWR ITT section, question 73)

69. Do you have any children (ages 6 to 18 years) who participate in the Navy MWR Youth programs (e.g., sports leagues and clinics, recreational classes, teen programs, open recreation)?

- ☐ Yes → (skip to question 71)
☐ No → (continue)

70. If NO, why not? (Mark ALL that apply.)

- ☐ Did not know about the program
☐ I live too far from base
☐ Inconvenient operating hours
☐ Cost of service is too high
☐ I use the municipal programs to provide these services
☐ They do not offer any of these programs on base

Skip to MWR ITT section, question 73.

71. If YES, please indicate which Youth services are available to your children:

- ☐ Youth sports program
☐ Recreational classes
☐ Open recreation
☐ Teen programs (ages 13-18)

72. If YES, how satisfied are you with the following aspects of the programs/activities that your child or children use?

☐ **Youth Sports Program**

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied	Don't Know/NA
a. Value of services for fees I pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Condition of courts and fields	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Condition of equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Knowledge of youth sports coaches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Overall quality of programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

☐ **Recreational Classes**

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied	Don't Know/NA
a. Value of classes for the fees I pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Choices of classes available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Knowledge of instructors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Cost of classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Overall satisfaction with the classes offered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

☐ **Open Recreation**

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Very Satisfied	Don't Know/NA
a. Value of services for the fees I pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Hours available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Availability on weekends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Recreational opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Condition of equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Availability and options to attend field trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Overall satisfaction with open recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

☐ **Teen Programs (Ages 13-18)**

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Very Satisfied	Don't Know/NA
a. Value of programs for the fees I pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Hours available for teen programming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Variety of programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Appropriate atmosphere of facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Condition of equipment and furnishings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Availability of transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Location of teen/youth center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Availability of high adventure programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Employee's knowledge of programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Employee's knowledge of operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Internet availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Usage of computer labs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Leadership Development programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Job Preparation programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Teen/Parent advisory boards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Overall customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

MWR ITT

73. Have you used an on-base MWR Information, Tickets and Travel (ITT) office in the last year?

- ☐ Yes
☐ No → (skip to Sports and Fitness Programs section, question 75)

74. If YES, rate the on-base Navy MWR ITT you use the MOST on the following:

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Very Satisfied	Don't Know/NA
a. Location of office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Availability of parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Quality of facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Quality of environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Operating hours of office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Ease of making reservations for off-base trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Variety of offered off-base tours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Frequency of offered off-base trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Discounts offered for tickets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Discounts offered for trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Discounts offered for cruises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Quality of information available on local attractions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Quality of customer service offered via telephone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SPORTS AND FITNESS PROGRAMS

75. Do you use the fitness programs or facilities at your installation?

- ☐ Yes → (skip to question 77)
- ☐ No
- ☐ Not applicable; I do not have fitness programs or facilities at my duty station → (skip to Publicity section, question 79)

76. If NO, why not? (Mark ALL that apply.)

- ☐ Do not have the time
- ☐ I use another location
- ☐ I exercise at home
- ☐ Not conveniently located
- ☐ Not open at the appropriate time
- ☐ Cleanliness of facility is poor
- ☐ Inadequate facilities or equipment
- ☐ I lack needed knowledge to use the equipment
- ☐ The environment intimidates me
- ☐ I'm not in good enough shape to use the facility
- ☐ Not interested
- ☐ Other

Skip to Publicity section, question 79.

77. How satisfied are you with the following aspects of the fitness program and fitness facilities?

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied	Don't Know/NA
a. Selection of fitness equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Quality of fitness equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Hours of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Sports programs (intramural sports, tournaments, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Group exercise programs (aerobics, spinning, step, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Knowledge level of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Friendliness of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Overall customer service provided by employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Advertising or awareness of programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

78. Why do you use the fitness center? (Mark ALL that apply.)

- ☐ Keep physically fit
- ☐ Improve health
- ☐ Stress release
- ☐ Enjoyment
- ☐ Fun
- ☐ Improve job skills
- ☐ Relaxation
- ☐ Build self-esteem
- ☐ Meet people

PUBLICITY

79. Of the following, which are the most effective ways to inform you about Navy MWR programs and services? (Mark ALL that apply.)

- ☐ AFN TV & radio
- ☐ Base TV & radio
- ☐ Banners
- ☐ Base paper
- ☐ Chain of command communications (Quarters, POD, INDOC)
- ☐ Direct contact by MWR staff
- ☐ DJ announcements
- ☐ Email messages
- ☐ Flyers/posters
- ☐ Indoor electronic signboards
- ☐ Local MWR Web page
- ☐ MWR newsletter
- ☐ Ombudsman
- ☐ Outdoor electronic signboards
- ☐ Word of mouth
- ☐ Other

80. Have you ever visited the Navy MWR Headquarters Division web site (<http://www.mwr.navy.mil/>)?

- ☐ Yes
- ☐ No
- ☐ Don't know

COMMENTS

81. What 3 things do you like most about Navy MWR?

82. What 3 things do you like least about Navy MWR?

Thank you for your time and effort!
Be sure to use your MWR Bucks!!

Please complete the survey as soon as possible, and return in the enclosed envelope to:

COMMANDING OFFICER
Survey Operations Center (SOC)
Navy Personnel Research, Studies, and Technology (PERS-14)
5720 Integrity Drive
Millington, TN 38055-1400

Appendix B: Backup Slides

2003 Navy MWR Customer Survey

Appendix B: Backup Slides



Most Important Facilities/Services: CONUS vs OCONUS 2003 Respondents

Percent "Important"/"Very Important"			
CONUS Sailor 2003		OCONUS Sailor 2003	
Fitness center	92%	Fitness center	94%
ITT	86%	On-base movies/theatres	94%
Gym	85%	Computers/Internet service	89%
Recreation Center facilities	78%	ITT	89%
Computers/Internet service	77%	Special events	88%
Special events	77%	Gym	85%
Library Media Resource Center	76%	Library Media Resource Center	83%
Playing fields	76%	Recreation Center facilities	81%
Shipboard movies	76%	Shipboard movies	79%
On-base movies/theatres	75%	Outdoor recreation areas	77%
Outdoor recreation areas	75%	Playing fields	77%
		Shipboard recreation programs	77%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

NPRST





Moderately Important Facilities/Services: CONUS vs OCONUS 2003 Respondents

Percent "Important"/"Very Important"			
CONUS Sailor 2003		OCONUS Sailor 2003	
Shipboard recreation programs	74%	Recreational swimming pool	75%
Recreational swimming pool	73%	Single sailor programs	75%
Outdoor activities	72%	Outdoor activities	74%
Outdoor recreation equipment rental	72%	Library services	73%
Shipboard fitness programs	72%	Shipboard fitness programs	73%
Single sailor programs	67%	Books/Magazines	72%
Lap swimming pool	65%	Lunch service	71%
Library services	65%	Outdoor recreation equipment rental	70%
Auto skills/hobby center	64%	Fast food	68%
Youth recreation programs	63%	Lounge/Bar	65%
Lunch service	62%	Lap swimming pool	64%
Child development services	61%	Intramural sports	59%
Intramural sports	60%		

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

3



Least Important Facilities/Services: CONUS vs OCONUS 2003 Respondents

Percent "Important"/"Very Important"			
CONUS Sailor 2003		OCONUS Sailor 2003	
Fast food	59%	Crafts and hobby programs	58%
Crafts and hobby programs	58%	Auto skills/hobby center	55%
Books/Magazines	56%	Bowling	54%
Game room/amusement machines	54%	Game room/amusement machines	54%
Lounge/Bar	53%	Youth recreation programs	54%
Bowling	52%	Child development services	53%
Marina services	51%	Coffee house/café	49%
Coffee house/café	42%	Marina services	42%
Golf	42%	Catering	36%
Catering	28%	Golf	35%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

4

Most Important Facilities/Services: 2003 Respondents with and without Children

Percent "Important"/"Very Important"			
Respondents with Children - Sailor 2003		Respondents without Children - Sailor 2003	
Fitness Center	93%	Fitness center	93%
ITT	91%	ITT	86%
Gym	84%	Gym	82%
Outdoor recreation areas	77%	Special events	77%
Recreation Center facilities	77%	Computers/Internet service	76%
Recreational swimming pool	77%	Recreation center	75%
Playing fields	76%	Shipboard movies	75%
On-base movies/theatres	74%	Outdoor recreation areas	74%
Outdoor recreation equipment rental	74%	Library Media Resource	73%
Shipboard movies	74%	Outdoor activities	73%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

NPRST



5

Moderately Important Facilities/Services: 2003 Respondents with and without Children

Percent "Important"/"Very Important"			
Respondents with Children - Sailor 2003		Respondents without Children - Sailor 2003	
Shipboard fitness programs	73%	On-base movies/theatres	72%
Shipboard recreation programs	73%	Playing fields	72%
Youth recreation programs	73%	Shipboard recreation programs	72%
Child development services	70%	Shipboard fitness programs	71%
Outdoor activities	70%	Outdoor recreation equipment rental	70%
Special events	70%	Recreational swimming pool	70%
Lap swimming pool	67%	Lap swimming pool	66%
Library Media Resource	67%	Single sailor programs	66%
Computers/Internet service	64%	Lunch service	64%
Fast food	61%	Library services	63%
Library services	60%	Fast food	60%
Lunch service	60%	Books/Magazines	58%
Single sailor programs	60%	Intramural sports	57%
Intramural sports	59%		

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

NPRST



6

Least Important Facilities/Services: 2003 Respondents with and without Children

Percent "Important"/"Very Important"			
Respondents with Children - Sailor 2003		Respondents without Children - Sailor 2003	
Auto skills center	55%	Crafts and hobby programs	56%
Crafts and hobby programs	55%	Lounge/Bar	56%
Bowling	52%	Auto skills center	53%
Books/Magazines	51%	Marina services	51%
Golf	47%	Coffeehouse/café	48%
Lounge/Bar	45%	Bowling	46%
Marina services	45%	Game room/amusement machines	46%
Coffeehouse/café	39%	Youth recreation programs	46%
Game room/amusement machines	39%	Child development services	44%
Catering	28%	Golf	42%
		Catering	29%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

7

Most Used Facilities/Services: CONUS vs OCONUS 2003 Respondents

Percent "Yes"			
CONUS Sailor 2003		OCONUS Sailor 2003	
Fitness center	86%	On-base movies/theatres	90%
Fast food	74%	Fast food	89%
Gym	74%	Fitness center	88%
ITT	70%	Computers/Internet service	79%
On-base movies/theatres	60%	Gym	72%
Computers/Internet service	58%	Special events	70%
Playing fields	57%	Recreation center	68%
Recreation Center facilities	57%	Bowling	66%
Shipboard movies	57%	ITT	66%
Bowling	52%	Library Media Resource Center	66%
		Shipboard movies	66%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

8



Moderately Used Facilities/Services: CONUS vs OCONUS 2003 Respondents

Percent "Yes"			
CONUS Sailor 2003		OCONUS Sailor 2003	
Library Media Resource Center	50%	Books/Magazines	65%
Shipboard fitness programs	50%	Lunch service	64%
Special events	49%	Lounge/Bar	63%
Outdoor recreation areas	47%	Shipboard fitness programs	61%
Shipboard recreation programs	46%	Playing fields	59%
Lunch service	45%	Library services	57%
Recreational swimming pool	45%	Recreational swimming pool	57%
Books/Magazines	44%	Outdoor recreation areas	53%
Auto skills center	42%	Shipboard recreation programs	53%
Lounge/Bar	42%	Coffeehouse/café	47%
Lap swimming pool	38%	Game room/amusement machines	47%
Intramural sports	37%	Intramural sports	45%
Outdoor activities	37%	Outdoor activities	45%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

9



Least Used Facilities/Services: CONUS vs OCONUS 2003 Respondents

Percent "Yes"			
CONUS Sailor 2003		OCONUS Sailor 2003	
Game room/amusement machines	36%	Lap swimming pool	44%
Outdoor recreation equipment rental	36%	Single sailor programs	44%
Golf	35%	Outdoor recreation equipment rental	38%
Library services	35%	Golf	29%
Coffeehouse/café	31%	Marina services	29%
Crafts and hobby programs	27%	Auto skills center	28%
Single sailor programs	27%	Crafts and hobby programs	26%
Marina services	25%	Child development services	21%
Child development services	20%	Youth recreation programs	19%
Youth recreation programs	20%	Catering	18%
Catering	14%		

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

10



Most Used Facilities/Services: 2003 Respondents with and without Children

Percent "Yes"			
Respondents with Children - Sailor 2003		Respondents without Children - Sailor 2003	
Fitness center	87%	Fitness center	87%
ITT	79%	Fast food	73%
Fast food	73%	Gym	69%
Gym	71%	ITT	66%
On-base movies/theatres	60%	Computers/Internet service	56%
Playing fields	56%	On-base movies/theatres	54%
Recreation center	56%	Shipboard movies	52%
Outdoor recreation areas	53%	Recreation center	51%
Recreational swimming pool	53%	Playing fields	50%
Shipboard movies	52%	Lunch service	48%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

11



Moderately Used Facilities/Services: 2003 Respondents with and without Children

Percent "Yes"			
Respondents with Children - Sailor 2003		Respondents without Children - Sailor 2003	
Shipboard fitness programs	51%	Library Media Resource	47%
Special events	49%	Shipboard fitness programs	47%
Bowling	48%	Special events	47%
Lunch service	47%	Lounge/Bar	45%
Shipboard recreation programs	45%	Bowling	44%
Outdoor recreation equipment rental	42%	Outdoor recreation areas	44%
Books/Magazines	41%	Books/Magazines	43%
Golf	40%	Shipboard recreation programs	42%
Lap swimming pool	40%	Lap swimming pool	40%
Computers/Internet service	38%	Recreational swimming pool	39%
Intramural sports	38%	Outdoor activities	36%
Outdoor activities	38%	Coffeehouse/café	35%
Library Media Resource	36%	Library services	35%
Library services	36%		

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

12

Least Used Facilities/Services: 2003 Respondents with and without Children

Percent "Yes"			
Respondents with Children - Sailor 2003		Respondents without Children - Sailor 2003	
Lounge/Bars	35%	Auto skills center	34%
Auto skills center	34%	Intramural sports	34%
Child development services	34%	Golf	33%
Youth recreation programs	33%	Outdoor recreation rental	33%
Coffeehouse/café	30%	Single sailor programs	29%
Crafts and hobby programs	27%	Game room/amusement machines	27%
Marina services	24%	Crafts and hobby programs	26%
Game room/amusement machines	20%	Marina services	25%
Catering	16%	Catering	14%
Single sailor programs	14%	Child development services	6%
		Youth recreation programs	6%

Importance of Navy MWR Facilities/Services Section
For each item listed, rate its importance to you.

NPRST



Distribution

AIR UNIVERSITY LIBRARY
ARMY MANAGEMENT STAFF COLLEGE LIBRARY
ARMY RESEARCH INSTITUTE LIBRARY
ARMY WAR COLLEGE LIBRARY
CENTER FOR NAVAL ANALYSES LIBRARY
DEFENSE TECHNICAL INFORMATION CENTER
HUMAN RESOURCES DIRECTORATE TECHNICAL LIBRARY
JOINT FORCES STAFF COLLEGE LIBRARY
MARINE CORPS UNIVERSITY LIBRARIES
NATIONAL DEFENSE UNIVERSITY LIBRARY
NAVAL HEALTH RESEARCH CENTER WILKINS BIOMEDICAL LIBRARY
NAVAL POSTGRADUATE SCHOOL DUDLEY KNOX LIBRARY
NAVAL RESEARCH LABORATORY RUTH HOOKER RESEARCH LIBRARY
NAVAL WAR COLLEGE LIBRARY
NAVY PERSONNEL RESEARCH, STUDIES, AND TECHNOLOGY SPISHOCK
LIBRARY (3)
PENTAGON LIBRARY
USAF ACADEMY LIBRARY
US COAST GUARD ACADEMY LIBRARY
US MERCHANT MARINE ACADEMY BLAND LIBRARY
US MILITARY ACADEMY AT WEST POINT LIBRARY
US NAVAL ACADEMY NIMITZ LIBRARY